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Sales Management

The Weekly Magazine for Marketing Executives



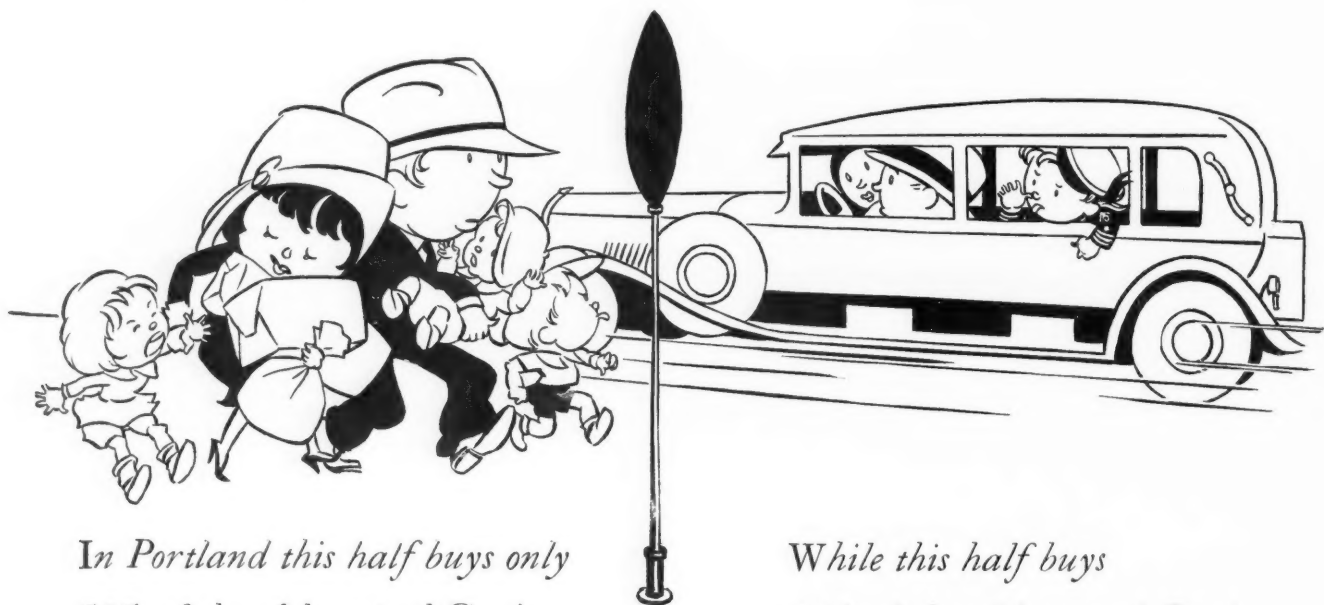
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will he challenge the leadership of Ford and
Chevrolet? Page 33.*

Marketing Policies that Keep Our Factory Humming Overtime

By William C. Lehman, President, Lehman Company of America, Inc.

Paying Salesmen for Profits

WHICH HALF *are you trying to sell?*



*In Portland this half buys only
15% of the Advertised Goods*

*While this half buys
85% of the Advertised Goods*

THE PORTLAND market, like all metropolitan markets, is made up of two halves.

The rich, juicy half is composed of Able-to-Buy families, who purchase 85 per cent of the advertised goods sold in the Portland urban market. The lean half is composed of those families who live in low rental neighborhoods and buy only 15 per cent of the advertised goods.

Advertisers who concentrate on the Able-to-Buy families can sell profitably in the Portland

market—can sell profitably in any metropolitan market.

The Portland Market Study has made these Able-to-Buy families easy to reach, too. Through means of it the advertiser who wants to sell at a profit can eliminate selling losses. After you have seen the study you will understand how really simple it is to contact the strategically located retailers in all lines who do the bulk of the business, and how simple it is to avoid spending money selling the small unprofitable accounts.

The Portland Market Study is available to national advertisers. It is a revelation to all who see it. If unable to see it in person, ask your Portland representative to see it and tell you about it. Suggest to him that he make an appointment with The Oregonian.

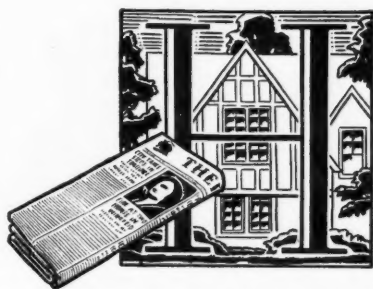
The Oregonian

PORTLAND, OREGON

Nationally Represented by WILLIAMS, LAWRENCE & CRESMER, New York, Chicago, San Francisco, Los Angeles, Seattle

★

The OTHER MEMBER of Chicago families



HOME is the place where human beings live and laugh and love in the midst of threatening and vanishing tragedies. Here is the basic inspiration of newspaper service. When *The Chicago Daily News* was founded, dedication of service to the family life of Chicago was deliberately installed as a cornerstone ideal. Babies and their mothers were part of it. Without babies there would be no families. Without families there would be no homes. Without homes there would be no society . . . no cities . . . no business worthy of the name!

As a natural expression of this ideal of family service, over 40 years ago The Daily News Fresh Air Sanitarium for under-privileged children was established. Here, in this kindly retreat in Chicago's heart, the mother is admitted along with her child. She is privileged to be with it at any time. It is the oldest and dearest tradition of home, this bond between mother and child. Today this intimate sense of home life is still a guiding policy in the conduct of this friendly institution. It is still a revealing characteristic of a newspaper which daily addresses the many and increasing interests of home.

This same understanding interpretation of home is practiced in a range so wide that *The Daily News* is accepted as an integral member in 440,000 homes. 95% of them are located within metropolitan Chicago. Six evenings each week it finds a welcome place waiting in the family circle. The whole family rejoices at the arrival of this member, because it brings the interesting news from everywhere at the time when it is appreciated most.

The reward of this membership and this trust is a title of distinction—Chicago's Home Newspaper!

In the preservation of this honored relationship, *The Daily News* is guided by constant visualization of the typical home in which it is companion and counsellor. This home appreciates and patronizes the finer things of life. It is the influential economic type that determines the buying habits of a great metropolis. Win its favor and the mighty Chicago market is also won. There is no medium of approach to its consideration and pocketbook so direct or so economical as *The Daily News*.

THE CHICAGO DAILY NEWS

CHICAGO'S HOME NEWSPAPER

ONE OF A SERIES OF ADVERTISEMENTS APPEARING IN METROPOLITAN NEWSPAPERS

Published every Saturday and copyrighted by SALES MANAGEMENT, INC., 420 Lexington Ave., New York, N. Y. Subscription price \$4.00 a year in advance. Entered as second-class matter June 1, 1928, at the Post Office at New York, N. Y., under the Act of March 3, 1879. Volume XXVII, No. 1.

Survey of Surveys

BY WALTER MANN

Eight Pamphlets on Redbook

The City of Redbook. A one-page fantasy picturing the circulation of *Redbook* as a "city with larger incomes than any city in the United States but two,"—a city of higher than average spending power, 100 per cent literate, more observant than average, etc., etc.

By the slightly fanciful statistical expedients of deducting from the population in, let us say, Boston, its percentage of illiterate (thus paralleling the reader type in Boston with *Redbook*) and multiplying the *Redbook* circulation by 4.2, on the assumption that each copy represents a total family of reader-purchasers, *Redbook* arrives at the conclusion that its circulation is four times as great as the literate population of Baltimore,—larger in fact than Pittsburgh, San Francisco, Milwaukee, Buffalo and Washington combined. Will these cities please copy?

Comparative Cost of Reaching the Redbook Market with Black and White Pages. Much sounder statistically is this comparison of the actual number of individual pages which an advertiser gets for two sums, i.e., \$2,000 and \$200. It is seen, for instance, that *Redbook* gives an advertiser 750,000 individual advertisements—as compared with *Cosmopolitan's* 662,850 and *American's* 911,643. In the women's field only a recent newcomer to that title compares, i.e., *True Story* (937,948 pages). No women's magazine, the report shows, delivers that number, some scarcely half that number! In the general group, only *Liberty*, *Literary Digest* and *Collier's* exceed the number of pages offered by *Redbook* (*Liberty* leads, however, by a large number, with a total of 1,136,521 pages). None of the smaller page-sized (224-line) books compare in number of pages delivered with *Redbook* for the same amount, i.e., \$200). Class magazines like *House and Garden*, *House Beautiful*, *Vanity Fair*, *Vogue*, etc., are, as might be expected, hopelessly behind. The book closes with a table showing how many reader pages these magazines give for a dollar. Assuming, of course, that the same date data were used for all media listed, this is a very interesting and worth-while presentation of figures and green bar charts.

The Redbook Market in Color Pages. Similar to the booklet just described but for color pages instead of black and white. Figures and bar charts are equally interesting.

The Redbook Market by Income Groups. This is a picture of the *Redbook* market in the upper income levels and the cost of reaching this class market. Based on the "axiom" that the people with the higher incomes are the better, the more prolific spenders in depression times, this booklet shows *Redbook* to have an excellent standing among magazines of its type, in percentage of incomes among its readers of \$5,000 a year and over, and an almost equally enviable position among readers

having incomes of \$3,000 a year and over.

It shows up fairly well along the same lines among the five weekly magazines, with *Time*, *Digest* and *Saturday Evening Post* well in the lead in both \$5,000 and \$3,000 income groups. Compared with the women's magazines it shows up very well.

Finally, then, is an interesting table showing the cost per page per thousand for readers over \$3,000 annually, which puts *Redbook* sixth among about fifty magazines, with only *Liberty*, *Literary Digest*, *American* and *Collier's* enjoying a lower rate per page per thousand than *Redbook* in this group. Presumably the au-



Walter Mann

thority for the booklet is Dr. Starch's recent income study. Unfortunately the source for the figures is not stated. Interesting and worth while—if source of figures is sound.

Distribution of Redbook in Cities. "It has always been true," says this booklet, "that the cities of America supply the cream of the buying power which an advertiser can tap. It has never been as true as it is today. The multiplicity of industry in a large city is its insurance of spending power in times of stress as well as in normal times."

This point, if true, should be a little griping to *McCall's* (the parent publisher) inasmuch as it has been for some time the magazine with the largest percentage of small town circulation among the "Big 6" women's magazines. However, this claim is not as universally conceded as *Redbook* would have us believe. It is one of those precepts which gain acceptability of its truth by the consistency of its repetition. Small and weak are the voices raised in protest—voices which insist that the fixed costs of city living in good times or in bad more than eat up whatever differential in income may appear to exist in favor of the big city. However, for those who choose to accept this view, the charts will have some interest. Books in *Redbook's* own group, i.e., *Cosmopolitan* and *American*, show up to be lower in percentage of readers in both cities of 25,000 and over, and 10,000 and over. The six women's magazines and three of the weekly magazines which have hitherto been shown individually are grouped in toto in these charts.

Included also are maps of two cities—selected by outsiders—showing the percentage of *Redbook* in the shopping areas of these two cities. Interesting and thoroughly substantiating the idea that *Redbook's* primary circulation is in larger cities.

Duplication. Finally we have a picture of the duplication of *Redbook* and a dozen general and women's other publications, with data indicating that of *Redbook* would be a much better book to add to a list containing *American* or *Cosmopolitan* than any one of the leading general or women's publications (source of duplication figures A. N. A. Watertown Survey) and among other features an excellent method of figuring the comparative cost of net paid duplicating circulation.

All eight booklets are done in the form of Manila file folders and present a much more comprehensive picture of the *Redbook* than S. O. S. has ever before seen.

Get the set—or any individual booklet—from *Redbook Magazine* (The McCall Company), 230 Park Avenue, New York, or through this column.

Government Research

The resume in last week's issue of forthcoming reports of the Domestic Commerce Division of the Bureau of Foreign and Domestic Commerce, Washington, D. C., is concluded here:

Another regional study, "Commercial Survey of the Pacific Northwest," approaches its subject from a slightly different standpoint. Here a single comprehensive report will delineate in detail the factors affecting wealth production, buying power and types of consumer demand in all principal local areas of the northwest territory comprising Washington, Oregon, northern Idaho and western Montana.

One of the most widely known and fruitful of the merchandising studies which have been made by the commerce department is the Louisville Grocery Survey. The lessons of store modernization and elimination of unprofitable practices drawn from this survey have been applied with marked effect in the Louisville stores studied, and their influence is spreading in the grocery trade. The department is now preparing a complete report of the retail cost and operations data developed by the survey which will be published as Part II of the Louisville Survey—"Costs, Markets and Methods in Grocery Retailing." This report is expected to be ready within the next few weeks.

Glancing somewhat further into the future, perhaps the most extensive piece of work being undertaken by the commerce department in the field of marketing analysis is the National Drug Store Survey at St. Louis, Missouri. Twelve representative drug stores in the city of St. Louis are being subjected to intensive study of both their pharmaceutical or "professional" departments, and their general merchandising functions. The drug survey is following the general lines of the Louisville study and aims to provide the national drug trade with the same guides to self-analysis which were obtained at Louisville for the grocery trade. The National Drug Store Survey has been in progress since April 1 and has still a number of months to run.

Sales and advertising executives for the most part need no introduction to the department's "Market Data Handbook of the United States," which received the Harvard Advertising Award for research in its field in the year of its publication. In answer to requests from many quarters the department is now preparing a supplement designed to bring up to date the material contained in Part I of the handbook. This section, it will be recalled, deals with indices of general consumer buying power, (Continued on page 47)

What's New

¶ While the furniture industry as a whole complains bitterly of small volume and low or absent profits, The Lehman Company of America, Inc., sticks to a few sound selling policies and keeps its factory running overtime. The president of the company explains those policies in the leading article this week. Page 12.

¶ There is a marked trend toward payment of salesmen on the basis of profits as opposed to the old basis of sheer volume. A compensation plan which embodies both a volume quota and a profit quota is outlined on page 22.

¶ Coming soon: The story of a campaign that sold 7,000 stoves.

¶ Do you want reprints of the population studies? If so, read the editorial note on page 32 and then write to the Managing Editor.



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Sales Letters

BY MAXWELL DROKE

Why They Don't Get Jobs

I have been privileged, in recent months, to examine an unusual number of letters of application from men seeking advertising and sales promotion positions. The net result is decidedly disappointing. Most of these letters are dull, drab and singularly uninteresting. I do not undertake to explain the phenomenon, but the evidence is conclusive. Apparently the curse of Convention fastens itself upon a man the moment he begins to "look around" for a position. In a pitiful panic he casts overboard his greatest treasure—the originality that has stood him in good stead in the marketing of merchandise. He immediately becomes deeply concerned about syntax and such. His style is stiff and stilted. And he feels it incumbent to relate every detail of his history with the earnestness of a high school graduate preparing a "Beyond-the-Alps-lies-Italy" oration.

P. S.—He *doesn't* get the job!

More on Story-style Letters

Whenever a kindly friend suggests that I ought to "get in touch with those Continental folks. They have the cleverest collection letters I have ever seen," I usually become suspicious. Frankly, I am afraid of "clever" collection letters. Or, let's put it this way: I am afraid of letters which impress the recipient as being "clever." After all, the action we want from a collection letter is not an expression of admiration. It is our fervent prayer that the delinquent debtor will say, "Gosh! I must do something about that Continental bill this week!"

My remarks of a few weeks ago, on the subject of "story-style" letters, lead a reader to write for further particulars. "When and how" he asks, "should one use the 'story-style' letter?"

The best answer I can give is that the "story-style" letter should be used when you have a story to tell. That may appear a vague and indefinite bit of counsel, but every old newspaper man will understand precisely what I mean. The newspaper man knows instinctively when to write the item "straight" and when to dress it up with fancy fol-de-rols. If, to cite an extreme instance, a President of the United States should die suddenly, we would have an item that obviously demands "straight" treatment. Here is *news*. Tremendous news. Fancy writing may follow later, but we must *immediately* spawn a special edition with the essential facts.

Similarly in mail merchandising. When you have news so important that it clamors to be told, write simply and directly. But when competition is keen and facts are few—when interest must be manufactured artificially, then the "story-style" letter may be your salvation.

This Matter of Follow-ups

Another question: "How" writes C. G., of Detroit, "shall we handle follow-ups

in those cases where a salesman cannot call? At present, I answer such inquiries with detailed information; but when the prospect fails to respond, I am up a tree. I don't know what to do. What is the next step?"

The next step, my dear C. G., is to write that prospect again. And then again. Repeat the medicine at regular intervals, until the patient revives, or there is conclusive proof that he is dead. In this connection, many a correspondent finds himself in the predicament of the bridge player who has failed to provide a re-entry, and thus must sacrifice seven good spades. They have no logical reason for writing the prospect again. So they fall back upon the old expedient of chiding the reader: "Why haven't we received your order for the marvelous Whoosis Egg Beater in which you recently expressed interest?"

or the inane, "Did you receive our letter of the 17th inst., outlining the matchless profit possibilities offered in selling Alligator Hide tires to your friends and neighbors?"

If you haven't a real reason for writing your prospect a second time, then *manufacture* one. Develop a definite theme for each letter in the follow-up



Maxwell Droke

program. This principle is well illustrated in the current follow-up of the Fyr-Fyter Company. Here is the second letter (the first follow-up) in the series:

"In glancing through my file, I notice that I haven't heard from you since I sent you the information you requested about a position with this Company's sales force.

"I am writing you again because I find that I did not stress several points which should be interesting to you.

"Since organized in 1916, the Fyr-Fyter Company has spent over two million dollars on advertising, so that the name 'Fyr-Fyter' is well known. . . ."

Then follows further data on the value of this publicity. Other features are then repeated, and the letter closes with a strong urge for action. Additional letters in the series stress the responsibility and standing of the company; the profit possibilities of the product; the high type of men who are selling Fyr-Fyters, etc. Thus, back of each letter there stands a real *reason* for writing.

Profit from Vacations

Have you made any plans, this year, for picking a bit of profit from your vacation? I know one man—a sales executive for a house-to-house canvassing organization—who never loses a chance to put his vacation to work. Each year he gets out a letter to his agents, presumably written

from some leisurely retreat. The letters are built around some homely incident of outdoor life—hunting, fishing, rowing, swimming—and are always signally successful. They break the monotony of routine office correspondence.

As a rule the letters are prepared in advance of a vacation trip, on stationery procured from the camp or resort, and mailed by the sales executive at the local post office, after his arrival. Thus they have the stamp of authenticity.

Luring the "Depressed"

A shrewd French philosopher, who recently visited America, observes that many wealthy persons among us, who have no real reason for economy, have radically curtailed their luxuries, because they feel, somehow, that any display of ostentation, in periods of depression, is inappropriate and unpatriotic. Apparently this process of curtailment has injured, or threatens to injure the vacation business. But the transportation companies, and others who seek to profit from these pilgrimages are fighting valiantly for patronage. They offset that "poor feeling" by stressing the "tired feeling" and playing up the economic aspects of a vacation. I do not recall a season in which there has been so much "reason why" copy to lure us from Here to There. No longer is it sufficient to indulge in a vacation for the mere glory of vacationing. This year we must chuck Conscience under the chin, pat Duty on the head and pretend that we are going away "for business reasons." This letter from Union Pacific is typical of the prevailing "profit" arguments:

"You will profit this summer—by taking that much-needed vacation—especially so if you spend it away from your routine duties and home—seeing and enjoying new sights, making new friends and joyously following your favorite diversions.

"Take at least two weeks this summer . . . away from your duties . . . for really living. Spend these holidays along the trail of happiness—make this the best vacation you have ever had. And to get the most out of these days of freedom be sure to select the Union Pacific pleasure route to the playgrounds of the glorious west . . . where it's playtime all the time."

Always a rebel, I refuse to be lured by any such convenient sophistry. I'm not kidding myself that mine is one of those "much-needed" vacations of which the Union Pacific press agent speaks. I just naturally want to fish. And that's that!

We're Still Working

But don't let this vacation threat deter you from sending in your letters and comment to this department. My vacations usually turn out to be mostly typewriter talk anyway. So, keep the letters coming and "same will receive our prompt attention."

Significant Trends

As seen by the editors of Sales Management for the week ending July 4, 1931:

• • • Most trading centers report continuation of the relatively buoyant feeling which began two weeks ago with the announcement in Washington that President Hoover had suggested a temporary removal of the war debt burden. Retail trade, though affected by the summer dullness now under full swing, was by no means dead and close observers noted a disposition to shorten the period of seasonal stagnation.

• • • Increased sales of low-priced automobiles are the first evidences of the practical effect in the automobile industry of the sharp change in sentiment and the rise in security and commodity prices. This upturn in demand is expected to hasten model changes and plant activity.

• • • The average price of commodities rose again last week for the second successive time, the Irving Fisher index number having gone to 70.3 compared with 70 the week before and 69.7 a fortnight previous.

• • • Rubber has joined the rapidly expanding group of price-rising commodities, due to the better all-round feeling and an improved statistical and industrial position.

• • • Exporters express the conviction that the whole aspect of the world trade situation has been changed, as far as our exports are concerned, by President Hoover's war debt holiday proposal. As J. D. Mooney, vice-president of General Motors in charge of foreign business, puts it, "To the practical American export man the present appeals as the psychological moment in which to push for foreign orders."

• • • Johns-Manville earnings in the second quarter of 1931, according to early reports, show distinct improvement after reaching a low ebb in the first quarter. This is true also of volume of business.

• • • Century Ribbon Mills reports greatly improved sales in recent months, reflecting new styles in women's wear. The year began badly but notable gains have been made since the end of March.

• • • A budget of nearly \$250,000 to be spent mostly in newspaper advertising in the year started July 1 was adopted last week by the National Macaroni Manufacturers who were told that the four-year campaign has already done measurable good in spite of adverse conditions. Manufacturers were urged to refrain from reduction in quality to meet low-price demand, the surest way to defeat the purpose of the sales promotion.

• • • Manufacturers of home furnishings show no inclination to accept a suggestion made by retailers that cash discounts be marked up as a means of increasing profits. Proponents of the idea say the manufacturers should raise their costs to cover the increase. The manufacturers see in the plan only a screen for poor merchandising at the expense of the consumer, and complain that dealers take discounts anyhow which they do not earn.

• • • The Kentucky graduated sales tax law, the first title of which was "an act to restrain the unfair competi-

tion of the chain stores and in aid of individual merchants of the commonwealth," has been upheld by the Court of Appeals of that state. The reasoning of the Supreme Court in the Indiana case was largely followed.

• • • "Expenses and profits in the chain grocery business in 1929" is the title of the Harvard business school chain store study just issued. Returns were compiled from eighty-two companies operating 33,000 units with a combined volume of \$1,984,408,470. Operating costs averaged 80.6 per cent. The expense of doing business was 18.2 per cent, leaving a net operating profit of 1.2 per cent, raised by other income to 1.9 per cent.

• • • Of these companies twenty-one with 31,779 stores had sales of \$1,920,173,795. Their operating profit was 2 per cent and total income 2.8 per cent.

• • • Comparison of chain store operations with those of wholesalers and independent dealers was incomplete because of insufficient data. Using studies in Nebraska and Ohio indicating a gross margin of 28.2 per cent taken by wholesaler and independent between them contrasted with 19.4 per cent taken by the chains, the conclusion, granting possibilities of error, is that there is a difference of 8.8 per cent in favor of chain customers.

• • • Maintenance of this relative position depends, in the judgment of the author of the survey, Professor Malcom P. McNair, on the ability of the chains to resist temptation to increase expenses for special services which are furnished by the independents.

• • • Woolworth stores, which have grown rapidly in Great Britain, are spreading in Germany, according to advices from that country, many new units having been added recently to the Woolworth chain there.

• • • General Foods confronted by the need of a new technique of mass selling has organized an intensive sales training course for its 1,000 salesmen, each of whom under the new conditions, covers less territory with more lines. A six months' course has been worked out for each district sales force under the tutelage of its sales manager to provide instruction in selling a wide variety of products.

• • • Calling attention to inadequacies in the Federal Trade Commission report on resale price maintenance, George Gordon Battle, counsel of the New York Board of Trade's committee on retail pricing, suggests further study for data on which to base final findings. He thinks that a problem other countries have solved should be soluble here, and believes that a difficult questionnaire accounts for failure of most manufacturers to express preference for legislation. (An editorial note on page 42 discusses this subject.)

• • • Sky blue for packages seeking Chinese trade is the new fashion edict, not because of a peculiar oriental taste but because of the color of the new Chinese flag. Gold, predominant in the old, discarded flag, is now taboo among 400,000,000 souls who must eat and clothe their persons.



A playroom laboratory, where children are invited to try out new Lehman products, tests their reactions before the products are placed on the market.

Marketing Policies that Keep Our Factory Humming Overtime

SIX major marketing policies of proved soundness are behind the Lehman Company's current increase in sales over 1930. This year thus far the company is ahead in both volume and financial strength, and the factory is now working double-shift.

We manufacture toy and nursery furniture for children, and breakfast room and kitchen furniture for grownups. Because our business is built upon the belief that merchandise is not sold until the dealer has resold it at a profit, our entire selling program is fashioned about the dealer as the keystone.

Briefly, the policies which have helped us to weather the depression with what we believe to be a rather unusual degree of success are these:

1. *We never let the dealer over-stock.* At the close of a recent furniture exposition, the buyer for three department stores offered to contract for his total requirements from the Lehman Company. This offer was refused, with the explanation that such a step would not be to the best inter-

While the furniture industry as a whole is a country block away from a normal figure in sales and production this furniture manufacturer lays out a sound selling program, goes ahead merchandising aggressively to help his dealers make a profit, increases his advertising—and keeps his factory running double-shift.

ests of either seller or buyer, largely because, if the next year happened to be a bad year, the buyer could not help feeling that it was the fault of the Lehman line, rather than general business conditions. The Lehman Company prefers to risk losing sales by its line being sold out, because that makes the buyer want more of the line next year.

2. *We periodically give the dealer something new to feature.* In doing this we are going against the usual trade practice by not having promotion items which all the dealers

feature about the same time at a special price. Lehman, instead, quotes special low net prices on the promotional item which the individual buyer selects as best suited to his own requirements and that of his own community, providing, however, that this buyer and dealer uses the Lehman line as a key or feature line of its kind. In other words, sales promotion items are used only by Lehman as sales stimulators without a loss in profit to either the dealer or Lehman rather

than profitless sales for both. Every order booked by Lehman must show a profit in the aggregate. In this way as many as twenty-five Lehman items are being pushed as specials at one time, thus tending to give steady sales on many lines rather than enormous sales on one item with consequent slight sales on the rest of the line.

A corollary to this policy is *never to cut price.* When the dealer wants a price cut, we explain that we must sell at a profit, and unless we can make a profit in our sales to the retailer, we do not want his business.

While this policy is severe, it has proved the best for both of us.

3. *We endeavor to keep prices in line with the market.* With prices on the decline it is foolhardy for the manufacturer to try to oppose them. He must meet price trends in order that his retailers can successfully compete. In pursuing this policy, however, Lehman watches its values so that it is never forced to give more value than the price permits.

4. *We shun the "close-out."* Unlike many companies in the industry, Lehman tries not to jeopardize the dealer's market with close-outs. If it should happen that for one reason or another an item or a line goes sour, Lehman keeps it out of its regular retail channels, selling it through auction houses. This policy protects the legitimate dealer, who does not buy from these auction houses, because he has a line of credit and a knowledge of sources. Those small dealers who do patronize the auctioneer never buy in sufficient quantity to have enough of one item or line to make a public announcement of a special sale that would reflect on the prices of the regular dealers in that city. Besides the protection this method of distribution gives the regular dealer, it also serves as an ideal way of getting rid of returns, odd pieces, etc. Instead of unpacking a return and trying to fix it up sufficiently to resell it, Lehman saves this expense by warehousing returns until they are ready to be shipped to the auctioneer in a carload lot along with odd pieces and "dud" items.

\$27 Dud Becomes \$36 Winner

It occasionally happens, in the company's effort to provide the new and unusual for the dealer, that a line will be misstayed and not sell as well as expected. When the stock on such a line is too great to dispose of through the auctioneer, Lehman does not cut the price and unload the line through its regular channels. We try to find some other solution to the problem.

A case in point is a doll set of dresser, bed and chest which three years ago did not sell as well as anticipated at \$27 a dozen to the retailer. Lehman did not do the obvious and cut the price in order to unload. Instead, in order to put the set into another class by giving it more play value, Lehman lithographed a wall background of cardboard to simulate windows which opened, curtains for them, and wall trim. Thus the child had in effect a complete playroom unit instead of a furniture set that may have seemed out of place against the

man-size furniture and walls of the home. In combination with the lithographed wall backgrounds the set was now priced *higher*, at \$36 a dozen to the retailer. At this figure it gives a fair profit, and has become a steady seller, now being a part of the regular catalog items manufactured in sizable quantities.

5. *We style the product to the market.* Lehman styling endeavors to support judgment with research. A playroom laboratory, where children are invited to try out new Lehman products, serves admirably as a test of their likes and dislikes. In addition to this, key buyers who have children are asked to try out new products. Besides doing promotional work with the retailer's salesmen in about ten of the larger outlets, the Lehman stylist goes on the sales floor and gets customer reactions. This is important because children's furniture is bought about equally by friends of the child and by the child and mother. In the latter case the child really decides about half of the purchases.

BY WILLIAM C. LEHMAN

*President, The Lehman Company of
America, Inc., Cannelton, Indiana*

6. *We use the stylist in selling.* Lehman selling goes hand and hand with styling. The stylist cooperates with the sales department on many sales calls to explain the logic of the styling as well as to make on-the-spot changes in design to suit the special requirements of the buyer.

Beyond these policies that help Lehman to sell because they enable the dealer to move his stock, the Lehman Company endeavors to secure dealer good will at every turn. Recently a Lehman representative called on a mail-order house buyer who had just finished bawling out a salesman who had unloaded a large quantity of children's tableware, 12,000 sets of which refused to move. The Lehman representative saw a way to help the buyer out of his difficulty and in addition make a good sale. He suggested that the buyer offer the children's tableware in conjunction with a Lehman children's dining furniture set. The offer was worked out and advertised in the mail-order catalog. This merchandising idea was so effective that not only were the 12,000 combined tableware and dining sets sold, but 3,000 more were asked for,

to fill which the buyer had to buy more tableware.

In asking the buyer to take part in this merchandising special the Lehman representative was not risking customer good will because the idea in another form had worked in the sales of breakfast sets for grown-ups. A few years ago one of the Lehman breakfast set models was not selling as well as it might. To move it Lehman made up special decalcomanias of a similar design to be put on a porcelain tableware set, giving the consumer color and design harmony. Since the making of the porcelain required over four months, we were just that much ahead of competition when we announced this new combination. It was an immediate success. Competition copied it and flooded the market. By that time, however, we had sold all the breakfast sets we had on hand. So Lehman stepped out of the market and let competition fight it out, with consequent price squabbles as there always are in such cases.

To support our policy of helping dealers to move their goods we have increased our advertising, paying for the increase by cutting factory overhead.

Coast Oil Prices Reflect Stabilizing Campaign

LOS ANGELES—The Pacific Coast newspaper advertising campaign to curtail production and stabilize prices, launched by the Standard Oil Company of California and the Oil Producers Sales Agency of California, as announced last week in this magazine, is already having its effect, an official of the Standard Oil Company informed SALES MANAGEMENT this week.

"Our policy as contained in paid advertising in principal newspapers throughout the Pacific Coast has had a very favorable reaction upon the business community, many elements of which are beset by the same price-cutting evils that beset the oil industry," the official said. "While gasoline price-cutting has not disappeared on the coast, as a result of the recent advance in prices the situation is much better and is improving."

To gain wider distribution of their advertising message, the company is reproducing the newspaper advertisement in pamphlet form and distributing it to the motoring public through their service stations.

BUFFALO—Hecker-H-O Company, Inc., has modernized the design of the package of Presto cake flour, which is now being extensively promoted.



BY
OSWALD B. CARSON
American Hard Rubber Company, New York City

What a Snappy Display Will Do for a Wallflower Product

UNTIL about ten years ago combs were sold from wicker baskets in most retail stores.

Today the great majority of combs are sold from attractive display cases which stand on the counters of the stores, and we believe that these displays have played an important role in the growth of our business.

So effective has been this method of selling combs that I believe it can and should be applied to the distribution of a great many other articles—products that are now sold from under the counter. Sight plays such an important part in selling that innumerable manufacturers can bring their goods from under the counter and from off the shelves, where they are hidden, into the light of selling activity, by proper counter displays.

The first proposal to display combs in counter cases did not meet with enthusiastic approval in our own organization. The cases were consid-

Dealers welcomed the Ace comb display cabinet because it embodied a real merchandising idea. Wholesalers liked it because it helped to cut inventories. And the manufacturers cashed in both on increased sales and on standardization in production.

ered rather costly, and it was difficult to realize that they would pay for themselves and a profit beside in the extra goods sold. But we thought enough of the idea to have a sample case made up. We placed it in our New York office, and the first day it was there, one of our biggest wholesale customers saw it and wanted to know when it would be ready for delivery.

Our salesman replied that he did not know just when we could deliver and that he didn't know the cost. However, regardless of the lack of de-

tails, the wholesaler said he would buy 200 of the cases and asked that they be delivered as soon as ready. A few days later the cabinet was displayed during a convention of wholesale druggists and there we received more than 600 orders.

This instant acceptance proved the value of this form of selling. The wholesalers recognized its desirability much more promptly than we had, and during the last seven or eight years we have distributed more than 60,000 cabinets.

The American Hard Rubber Com-

pany was the first to introduce this form of selling in its own field, and I believe that some of the facts of the development of the feature will be of value to manufacturers in other industries. It is not enough just to design a cabinet and use it from year to year, as some have done. The display cabinet should be merchandised, kept up to date, redesigned, improved and rejuvenated just as any product should be handled.

Many manufacturers have excellent counter cabinets, but after three or four years they grow to be an old story. The retailer discards the shabby, shop-worn cabinet and fails to order another for the reason that it looks just like the old one, but he will be very prompt to order a new one if it offers something in fresh attraction. From time to time something must be added to sustain interest, or the cabinet will go into the discard.

Sales Record of Cabinets

The sales record of one of our cabinets is interesting. The first month it was shown and advertised we placed about three thousand. The second month the distribution fell off to 2,000, and the third month to about 1,500. Sales then drifted along, gradually diminishing, until in the third year we were placing only about 75 a month. This we considered unsatisfactory and we brought out a new design.

One of the best results from a new cabinet is its effect on the jobber's salesmen. They will work energetically on a new idea, if it gives them something to talk about that will help the retailer's business. We always find the salesmen enthusiastic for about four months. After that they are not so eager to place the cabinet. It is then an old story; their customers have heard about it, and perhaps many of them have bought, so the salesman soon falls into the attitude of assuming that everybody knows all about the cabinet. Then the salesmen merely wait for the customers to ask about it.

However, I do not believe there is any saturation of the market on sales plans of the kind. Retailers are always looking for something new, something that will aid them in selling goods, and if you offer them a more attractive counter cabinet than the one in use, they will repurchase within a reasonable time.

The value of this form of selling is quickly shown by the reorders for goods displayed. We used to have a line of about 450 different combs. And although we have put out five different cabinets in the last eight years,

the goods displayed in these five cabinets include only 30 different numbers. This selection is made up of the items preferred by the average dealer and because of refill orders these items now constitute a large proportion of our volume.

Wholesalers do not want to stock more numbers than they have to, so they usually confine their stocks to those 30 numbers required to refill our display cabinets and their stocks are thereby simplified. This is a great advantage to us from the standpoint of standardization in production. The assortments in our Ace comb cabinets are the result of the combined experience of our sales records over a long period of years.

Last February we introduced our latest cabinet. Sales on the old model had dropped below 75 a month and hence the indications were that we needed something new to arouse interest in our counter display of combs. We designed a serviceable modernistic revolving cabinet, and since February sales have averaged about 300 cabinets a week. We furnish direct advertising material for jobbers on all our cabinets. We have also featured cabinets in our national advertising. We encourage the consumer to buy our goods from Ace displays.

Our method of selling the cabinets requires the dealer to pay a modest part of the actual cost of the cabinet itself. This is accomplished by selling the cabinet with the assortment of combs as a unit. The dealer buys the

cabinet with its contents at a price which provides him an adequate profit. The whole unit is also profitable to the jobber and to ourselves. Of course, the dealer makes a slightly larger profit on refills; but the fact that the first assortment with the cabinet is generously profitable makes it an easy proposition for the jobber to place.

In the old days, the average jobbing house bought complete lines of samples for all of their salesmen. Every salesman showed from 40 to several hundred items and there was a great deal of time lost in selling. Frequently dealers would select items which they fancied, but which were not fast sellers. Now the salesman has merely to sell a complete order for, say, \$37, which is more than the average sized opening order than he took in the old days, and he is able to give every dealer a complete line with every item and it is relatively easy to check his cabinet and secure orders for refills.

When we introduce a new cabinet we announce it with an illustrated circular to our wholesalers and advertisements in trade journals. We display the cabinets in our offices, and our salesmen carry actual sample cabinets. We merchandise them; we keep them up to date; we advertise them nationally and, most important of all, we design our display cabinets not primarily for the purpose of inducing dealers to buy our goods, but for the reason that they are a proved, powerful influence in assisting the dealer to sell more Ace combs.

Remington Typewriters Go After the Stenographer Vote

BUFFALO—Remington Rand Business Service, Inc., here, believes that secretaries and typists will be more eager to change those gray-writing typewriter ribbons if by doing so they



acquire new vanity cases. Result: restyled ribbon boxes which have more of an air of the cosmetics counter than prosaic business utensils.

Remington Rand Doses Sales Managers with Their Own Medicine

Sales Management usually takes its readers behind the scenes of sales campaigns in which the sales manager leads the offensive against industry, dealer, wholesaler or consumer. In this article, the story of Remington Rand's "Sell 100,000 Sales Managers" drive, the tables are turned and the sales manager receives the offensive. Here is how it was done.

BY W. F. MERRILL

President, Remington Rand Business Service, Inc., Buffalo, New York

THE purpose of our recent two-month "Sell 100,000 Sales Managers" campaign was two-fold: First, to contribute to the general upturn of business through a persistent drive to install systems and equipment in all sales offices; second, to increase our sales by the extra effort of concentrating on a live market we had hitherto cultivated sporadically.

We believed the American sales manager a particularly fertile market, now that business is so dependent on its selling strength. Because of business conditions sales management has literally become field management. The game of sales management today is largely one of "quick tricks." To keep the factory going the sales manager is taking advantage of every source of immediate business. Anything in his sales records system that makes it easy and rapid to discover these "quick tricks" is helping the return of business normalcy.

The need for any system or equipment that would speed immediate sales partly explains our second purpose, that is, to increase our own sales. In addition, we felt that the sales manager was a strategic point of entry. First, because his needs will be catered to since his company depends on him so heavily today. Second, because by first selling a company's sales manager equipment for his department, we secure the help of a sales-minded individual in reaching other departments of the company.

Our campaign, which required every Remington Rand salesman to make two extra calls on sales managers every day, has only scratched the surface of this live market. But even so short a period as a two months' campaign has been fertile plowing, which time will ripen.

The campaign to "Sell 100,000 Sales Managers" was ushered in with the distribution of *The Campaigner*, a special newspaper which gave complete details of the campaign. At the same time material was forwarded to all district managers outlining the program for the first meeting of the salesmen and designating a special topic to be discussed.

These meetings were held in all offices every Monday, Wednesday and Friday during the campaign. The newspaper was distributed at each meeting. It contained all of the latest reports on the campaign's progress and gave a brief outline of the program for the following meeting. This enabled the salesmen to be prepared with any problems relevant to the subject to be discussed. An outline of the major points to cover on the subject was sent to the district manager just previous to the meeting.

Every salesman was to make two extra calls a day on sales managers, to make out a daily report in detail, to send to the advertising department the names of all sales managers to whom he wished a special advertising campaign mailed, to give each office reporter for the campaign all interest-

ing news of the campaign and to attend every meeting during the drive.

The advertising department titled the first piece to be used in the campaign "To Get Buying Started." Then followed nine separate pieces covering all of the items sold by the systems division salesmen. Included in this mailing was a giant telegram filled in on a special machine.

A chart was set up in each office on which was shown the report of calls of the salesmen and the number of sales made. Each week a new poster for display on the office billboard was forwarded by the advertising department.

Each office held a special demonstration or exhibition of equipment and methods for sales managers one day during the campaign. An attractive invitation was prepared by the advertising department on which could be inserted the date of the demonstration. As soon as the date had been decided and the number of invitations required determined, these were imprinted and sent to each office for mailing.

Some of the offices supplemented the material prepared by the advertising department with local campaigns. They conducted the tri-weekly meetings with special features. Ten men from the home office covered the country during the campaign, attending the meetings at the various offices and accompanying the salesmen on specific calls.

Publication advertising in business papers was directed to sales managers during the two months of the campaign.

Tek Enters British Market After Survey of Dentists

LONDON—Although the Tek toothbrush has been selling in the American market for two and one-half years, Johnson & Johnson, Ltd., consulted every English dentist before attempting to market their product in Great Britain. The result of this survey is a special toothbrush to suit the British taste.

Every dentist in the British Isles received a sample of the proposed product. Of the 32 per cent from whom replies were received, about 95 per cent were favorable.

To take advantage of the unhygienic way in which toothbrushes were generally sold in the British Isles, Tek is wrapping each brush in a sealed carton with a cellophane window. The retailer is supplied with a display stand on which are shown the three grades of brushes, which the purchaser is free to handle.

Sell Your Catalog and It Will Sell You

BY BRUCE CROWELL

"**T**OO many manufacturers fail to realize that a new catalog needs to be 'merchandised' to the trade in order to be of maximum effectiveness," C. A. Netzhammer, sales manager, the Northwestern Furniture Company, Milwaukee, manufacturers and distributors of business equipment, pointed out recently.

"We recently held a series of sales meetings on new catalogs," Mr. Netzhammer said. "At the regular hour meetings on Monday morning one-half of the time was devoted to this particular work. Each salesman was given the task of preparing a set of questions covering one of the new catalogs containing merchandise handled by the company. These questions were asked the men in round table form, and they all were asked to dig through the catalog in question to find the answers."

"If manufacturers could be induced to give us this information in some concrete form when issuing these catalogs, this would be very helpful to the salesmen. Many times a man feels that the only reasons the manufacturer has changed numbers and styles is to aggravate him, but when he gets the real reasons for the changes, he finds out that they have been made for mutual profit and advantage."

The questions prepared by the men covered such items as: What are the additional numbers to previous catalogs? Why were these new numbers introduced? What items were dropped and why? What price changes have been made? There were also special questions dealing with prices on special combinations of office furniture, the answer to which required a detailed and thorough study of the catalogs in question.

To illustrate how such a program study drives home to the salesmen the sales points of the line, here are some questions and answers selected from the sheets prepared by a salesman who was assigned the job of studying the catalog on the "Hoosier" line of desks:

1. Q. In looking over Hoosier catalog No. 137 and No. 138 what impressed you

Progressive manufacturers are now designing their catalogs for hard wear—and then seeing that they get it.



Photo courtesy D. J. Molloy Company

as the most important change in this line?

A. More period suites, more quality in series.

2. Q. What suites and series have been dropped and why?

A. C Grade—5000 and 3000 series. C Grade—period changes caused drop. 6000 line in oak full quartered—5000 line was not—4000 line combination oak and brass ferruled—3000 line not.

3. Q. Should a customer of moderate means want to furnish his office with a sixty-inch desk and table and give you the following specifications: "I want a suite that possesses simplicity, carries dignity, and be the work of an artist." What would you quote on?

A. Puritan suite.

4. Q. What sixty-inch flat top desk has all walnut surfaces?

A. Colonial suite.

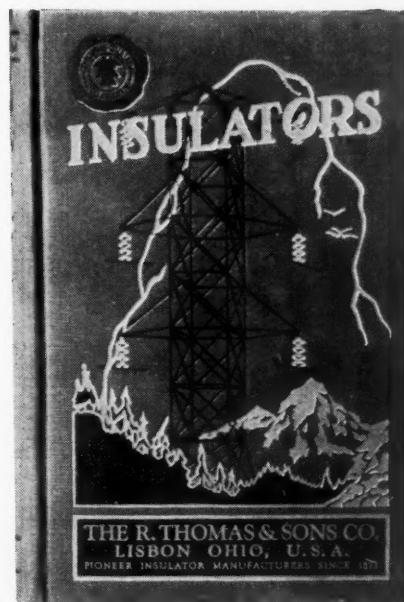


Photo courtesy Burkhardt Company

The point to be made is that few distributors will approach the new catalog as intelligently as the Northwestern Furniture Company has done. The average manufacturer spends a good sum of money on a new catalog and then sends it out to the trade to let it shift for itself. If the changes and improvements in the line have been thoughtfully made, the data concerning them constitutes real sales news and real selling ammunition for the re-salesmen.

The Burroughs Adding Machine Company of Detroit is one concern that is fully aware of the need for "selling" their new catalogs to distributors. They send out a complete explanation which calls attention to all changes and points out why they have been made. The Commercial Furniture Company of Chicago sends out a letter two weeks in advance of the new catalog, which says, in part:

"We are enclosing our new price lists 'G,' effective February 1, 1931, covering prices on our corporation desks and tables. We wish to call your attention to the following changes:

1100 line: All roll-top models discontinued. . . . Pedestal typewriter desk shown with typewriter in right or left pedestal. . . . All flat top desks reduced \$2.00. . . .

500 line: Now made in imitation walnut with tables in imitation mahogany as well as imitation walnut. . . ."

"Manufacturers' catalogs are improving every year in their form and content, and especially in appearance and durability," Mr. Netzhammer commented. "But I feel sure these same manufacturers are neglecting many opportunities to give added selling power to the catalog by taking measures which will drive home to distributors and distributors' salesmen all the really vital selling information which those catalogs contain."

Tip-Top Salesmen I Have Met

The conclusion to an article in six parts*

BY RAYMOND J. COMYNS

Former Director of Sales Training, Alexander Hamilton Institute, New York

I KNOW a good many salesmen who have to whip themselves into their first interview every morning of their lives. Once they get warmed up, get lathered under the arms, I used to say, they love it. To understand that, let me ask if you have ever played football. Lined up for the kick-off, you are cold no matter how warm the day—nervous chill. You cringe from the impact of human bodies, fear the flying tackle you may have to make—and the knees that will grind into your ribs in breaking up interference. You wonder why you ever play this game—why you ever thought you liked it. Cold; fearful. Then the pung of the ball. Automatically down the field. Duty to be done. Break it up! Get him! You hurl yourself at the leader of the interference. Over you he goes. You are surprised how easily. Satisfying. They jam up. There's the man with the ball! Feet drumming; looking for an opening. You've got him by one ankle. He struggles. Then down comes the whole mass. The whistle. Line up. Take the measure of the man opposed to you. Wonder what they're going to do. If they come through here, dump 'em. Sock 'em so the coach won't take you out. What a game! No conscious courage necessary now. Exhilarating! Love of the game.

The developing of selling ability is the constant development of calibre, poise, ability to handle men and situations; having the conscious courage to do what you know you ought to do until these things become so much a part of your normal way of handling yourself that they are done unthinkingly, require no conscious courage. Just as a man never plays real golf until he has forgotten the seventy-nine different things the professional impressed on him in his lessons because they have become part of him—or as a man never can be said to drive an automobile until he does by mere physical reaction all of them things he had

to think about separately while learning.

That, I think, is my message of hope and encouragement to the cub salesman hesitating to put his hand on door knobs for fear they may be hot, walking twice around the block before he can muster courage to beard his prospect in his den and despairing of ever being as those sure-footed giants who head the sales list. They were even as you and I, youngster. And sometimes are to this day.

Am I speaking merely of selling here? Am I not speaking of life in all its human contacts? Am I not giving a prescription, not for salesmanship only, but for leadership? Business leadership? Have you ever seen a great executive who would not have made a great salesman? Have you ever seen a great leader who is not essentially a great salesman?

But, you say, nothing has been said about personality, that oft repeated requisite of salesmanship. These things *are* personality. Personality is no mere superficial veneer of mannerism. It comes from the innermost fibre of your being. It is the sum total of all you have experienced, all that you have read, all that you have thought, all that you have striven to do and to acquire, and your reaction to these stimuli. Personality is the sincere outward expression of what you have made of yourself. It is what you are.

Our washing machine broke down. My wife sent for the man who had sold it to her a year or two before. "Sorry," he said, "I'll have to take this machine back to my shop to fix it. So that you won't be inconvenienced, I'll send around another machine for you to use meanwhile. It will be on the truck that comes to take this one away."

"And what do you think?" said my wife in telling me of it that evening. "He brought around one of his brand new machines—one of their latest model. And he spent a lot of time instructing me how to use it. Wasn't that nice of him?"

"Very nice," I replied. "See that

you get the best possible allowance on your old machine."

"Just what do you mean?" she asked.

"Just that," I replied. "You may not know it yet, but I begin to suspect that you've bought a new washing machine. I'm not saying that your machine could have been fixed right on the premises, but its breakdown offered too good an opportunity to get you dissatisfied with it. Let's see the new machine."

Just as I suspected. First its appearance. The fashion note had invaded the field. Bright nickel. Beautiful white enamel. I learned later that the company had engaged a high-priced artist to style its product. Then its greater efficiency. A centrifugal dryer had replaced the old wringer. A new pump arrangement had solved the old problem of emptying.

The old machine never came back. And the allowance on the old machine wasn't so hot either. "Some parts aside from those actually broken are wearing," said the obliging fellow, "and it would be foolish not to replace them while we have the machine down. Labor and material will cost about \$20. I'll allow you \$35 for it on the new machine. That's \$55, really, that you'll save on the price." A little fast figuring there, it seemed to me. But I knew, in any event, that we'd never feel the payments because he said so.

I had sent in an inquiry on the "Book of Knowledge." I had no children at the time. My only interest was to see their mail order follow-up. It had not occurred to me that I should bring a salesman on a wild goose chase. Consequently, when I learned a few days later that a salesman had called at my residence and tried to get my office address, I regretted having put him to unprofitable trouble and then forgot about it.

On a holiday morning about thirty there was a ring at the bell. It was the "Book of Knowledge" man. "I owe you an apology," I said. "I sent that inquiry merely to get your mail order follow-up. I have no children and consequently I am not a prospect for what you have." I should not have blamed him for being a bit peeved and showing it. He had made two time-consuming trips. But he was most courteous.

"That is all right," he said. "We

*Parts I, II, III, IV and V of this article appeared in SALES MANAGEMENT for May 9, 16, 23, June 13 and 20, 1931.

appreciate interest from any angle in what we are doing. And, as long as I have traveled this long distance to see you I am sure you won't mind my stepping in and showing you what I have."

I had been holding him at the door admittedly so that I could get rid of him quickly and get back to my morning paper. But what could I do? It would have been churlish not to have acceded to his request. I invited him in. As I did so, I observed that he was rather nondescript in appearance and that his collar could not have been fresh that morning. Mentally, I decided that I should not have much trouble getting rid of him. As he entered my living room, he put down his hat and calmly removed his overcoat, folded it and threw it over a chair in the manner of one accustomed to being received socially. "Um," I thought, "this boy has poise. Not so easy to get rid of, after all." He walked to my book cases, made a quick survey, complimented me on my selection of authors—not too obviously—kept up a running comment on authors and books which seemed to indicate that he knew what he was talking about, and, observing a section devoted to a rather considerable collection of business books, learned that I did some writing on business subjects.

I began to like him. He approved of my literary taste and showed interest in my work. Let those who read not scoff if they feel that I succumbed to rather subtle flattery. Admitted. And so do you—if you are human. One of my salesmen said to me once with a serious face: "What I like about you is that you are not susceptible to flattery." I began to feel good all over. It's nice to have a fellow

who has worked with you for a long time feel that way about you. And then it dawned upon me that my feeling that way belied the statement. I observed the slightest twinkle of merriment in his eye. "Oh, you go to," I grinned, as he broke into a hearty laugh. And then I gave him as a companion piece the classic: "I'm just as much of a gentleman as you are, you dirty cad."

I waved my visitor to a chair and took another at the other side of the room. Any salesman will realize that he was at a disadvantage. He was not in a position where he could engage my eye with his equipment while he engaged my ear with his selling talk. He remedied that situation almost immediately. Shortly after he began to talk, he had something he wanted to show me. So, with the simple statement, "I want to show you this," he arose, crossed the room, sat down directly before my armchair on the bench on which I had my feet propped before he came in, spread exhibit A on my knees, and continued his talk from that vantage point. It was done very casually, naturally, and in a manner

no one could criticize or object to. Apparently too, it was done on the spur of the moment but, being a salesman myself, I am confident that he looked over the situation before he made that move and had it carefully planned. Thus making the conditions favorable to the interview from the salesman's standpoint is not an unimportant part of sales strategy.

He first aroused my real interest when he showed me, in pictures with short and simple descriptions, the entire process of steel-making—the mining and transportation of iron ore, the making of pig iron, right through to the rolling of finished steel shapes. He pointed out that it would take pages of mere word description carefully read and studied, to give the same clear conception that I had acquired through those pictures and brief descriptions. I agreed with him and became mildly enthusiastic about it.

In a few minutes he had completed his presentation—I suspect that from that point on he made it just as brief as he could—and spread out on the floor beside me a full-sized picture of

Cartoons for the series by Emidio Angelo



"In the middle of the year he called on me again. I told him very quickly that I was not in the least bit interested then. . . ."

the set of books. On top of this he threw, as he talked, samples of bindings, cloth, half leather and full leather, commenting briefly on their beauty and quoting, as he did so, prices and terms.

Then he returned to my appreciation of the depicting of steel-making. It took some perspicacity, he gently insinuated, for a grown man to see value for him in an encyclopedia primarily designed for children. A small man—this very subtly—would be ashamed to admit it. He was gratified that I saw in this a reference work which would save me hours of time in collecting essential facts on industrial subjects for my writings. And which binding would I prefer? He would suggest the half leather. No, I demurred, the cloth would be the thing. I didn't want the books for show but rather for constant use. And he had made a sale—without, you will notice, ever asking me directly whether or not I desired to buy. This is technically known as getting the main decision on a minor point. Its application to a myriad of selling propositions is too obvious to need elaboration. Differences in bindings, finishes, qualities, have many appeals and reasons for existence, but one which should not be overlooked by the salesman and sales manager is their use, in the manner indicated, in closing the sale.

Wife Makes a Sale

By this time my wife had entered the room and was an interested spectator. "Isn't Jack Buckley ready for something like that? His birthday is next month, you know." Jack Buckley is her nephew. Naturally, I had not intended to spend any large amount on his birthday present. But, after all, the first payment was only \$3.00 and the others spread out into the dim and distant future. By that time Mr. Salesman had another order blank out and was asking Mrs. Comyns the address to which the other set was to be sent. So, I let it go.

That was an inspiration. That boy devoured those books. I am quite sure it was the basis of his winning a scholarship on his graduation from grammar school. They created in him a desire to read. I have given him nothing but carefully selected books since. I think it was from that present he got the inspiration to go through an engineering course. He is today but twenty-two years of age but well on his way. I know that other nieces, nephews and god-children have, through the years, received the same present. I have bought more than half a dozen sets.

The book salesman occupies rather a peculiar position in the minds of many people. He is often regarded as a pest or not quite honest. I wonder why. True, in the past dark ages of business ethics, subscription books were the vehicle for some shady practices—along with lightning rods, insurance and a host of other things, fundamentally sound and serviceable; including securities, which still are so used. But all of the wisdom and literature of the ages have been preserved and brought down to us in books; and the man who brings them to your attention and guides your selection performs a real and valuable service.

To Prove Your Stamina

There is, in this country, a non-resident educational institution whose representatives are especially well-trained. Their courses cover business subjects. I believe that any live man in business who will merely listen to their selling talk could well afford to pay for the new viewpoint, the inspiration, the new ideas he will get from it. Of course, he will do himself more good by taking what is offered, if he can convince himself of just one thing—that he has the stamina to use and study what he buys. Paying the money price alone will do him no good. The real price he must pay is a much larger one in time and sacrifice.

Long after the incidents I have just described, the president of my organization introduced me to a man who was selling another children's encyclopedia. "You ought to have it, Comyns, for your children," said he. "Sit down and listen to the story, anyhow." It was evident that this man had made a real start by getting the president's cooperation. Instinctively, you and I, when we think one is going to make an attempt to sell us something, endeavor to throw up a defense. No one, at any given moment, wants to be sold. A woman considering a simple purchase in a department store, at the last moment dislikes to part with the money—and sometimes, in the hands of a clumsy or indifferent sales person, doesn't. A grocer, though he needs canned goods for his shelves, is likely to try to shunt off the canned goods salesman who appears at the moment. A man who admits that he needs insurance, who realizes its need keenly and has the money to pay for it, will put it off if the salesman is weak. We all take more seriously than we realize the facetious suggestion that the way to save money is to throw away your check book.

You won't be surprised, then, that I threw up a barrier immediately. In courtesy, I had to listen to the story. I wanted an easy "out" at the finish. "I may as well tell you," I said, "that I am fed up on instalment payments," and then I enumerated a considerable list of things for which I was paying, or had recently finished paying for—embroidering it a bit, I must admit.

Now, what was the salesman's problem? To my mind, to keep as far away as possible from that "fed up" business and to make me want his proposition so hard that I too would forget it. If I had painted a true picture, he had little or no chance anyhow. The fact is I wasn't very serious about it. But, do you know, he didn't let me forget it for a single moment. Continually, through his selling talk, he was introducing wonderful things about his encyclopedia by saying: "I know you are fed up on instalment payments, but—" He had me almost believing it myself after a while.

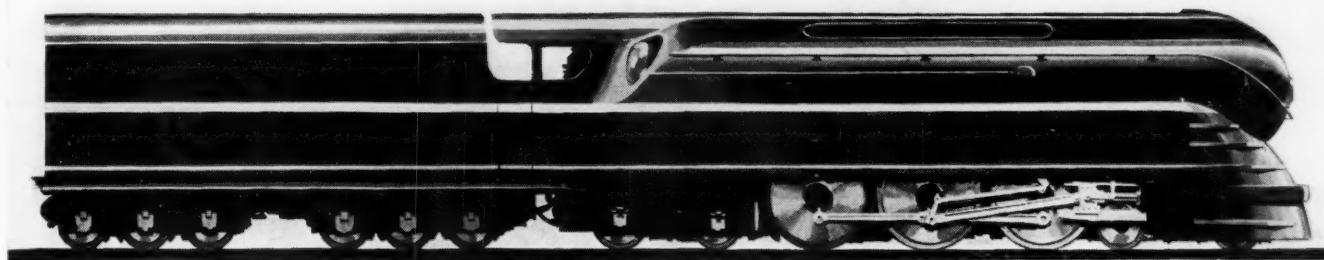
Uninformed on My Problems

As his selling talk progressed, it became apparent that he did not know the ages of my children. His talk was not tying his proposition very close to my problems and he kept talking of how his own eleven year old daughter was using the books in the preparation of school compositions. Here he was shooting at me in the dark when the man who had introduced him could easily have given him this vital information. And, though he was not clever enough to get it then, a few simple questions as to the ages of my children would have been a very natural opening with me. That gave me another "out."

"Well, that is right in line with what I have been thinking," I said. "This is a good proposition for me two or three years from now when my children are older. Only two of my children can read and they have barely started school." At that, I might not have said that if I had known what it was going to bring on. In trying to show me that the younger children could look at the pictures, he got onto two-color plates, one showing different birds and the other breeds of dogs. He named, I remember, the breed of every dog on the page and may have gone into anecdotes about dogs. In any event, he bored me stiff. At last I told him that he had no chance to sell me, that I should be glad to let him stay longer if he had, but that I had another caller waiting.

He had risen and was leaving when he took a last stab. "I know you are

(Continued on page 46)



A streamline locomotive may soon replace the Iron Horse which now burns up the transcontinental rails of one of the big railroads. Will it lead a revival of the era of Romance in Railroading?

Will Streamlined Locomotives Sell More Railroad Tickets?

ONE of the biggest railroads in the country may soon introduce a radically different and radically modern design of locomotive in an effort to turn the great interest, which has always been inherent in the "Iron Horse," to concrete advertising and selling account. One of the proposed new designs is reproduced on this page. It is the work of Otto Kuhler, design engineer of New York.

In explaining the theory behind the design, Mr. Kuhler pointed out that, since the early days of railroading, the engine has undergone scores of improvements from an artistic as well as an engineering standpoint.

"While the romance of railroading is past, and the roads are concentrating on selling comfort and luxury besides speed, there is still something

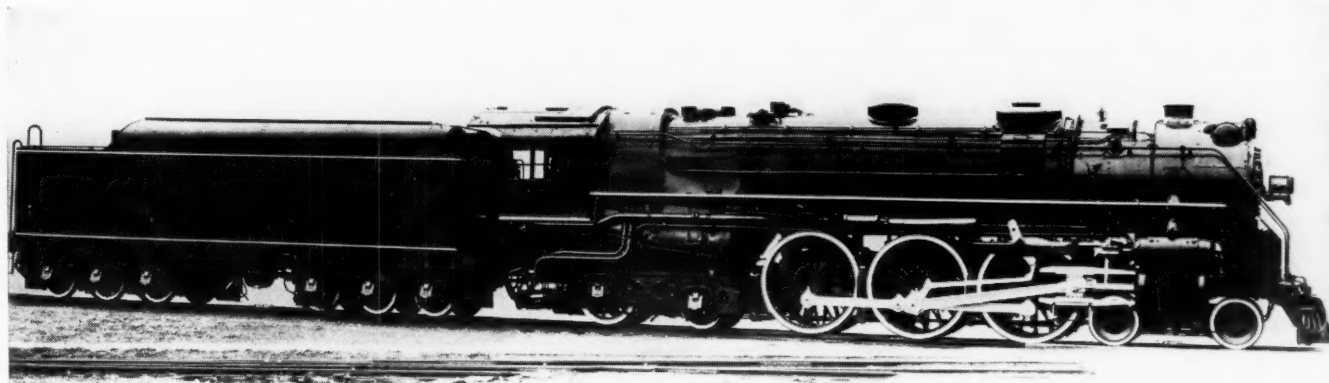
of the old feeling left—if we can find a way to crystallize and express it," Mr. Kuhler said. "You will notice that most of the roads use the three-quarter view from the front of a locomotive as the featured illustration in their publicity material. It is strange to note, however, that in order to give expression of speed to a picture of a modern locomotive, three devices are used that are very bad advertising. They are used because the modern locomotive has the expression of power, but not of *speed*. The devices used are (almost invariably): a whiff of smoke from the stack (which means dirt to the passengers), a whiff of steam from the petcocks below the cylinder (which may mean inefficient operation), and the whirled up dust from the roadbed (more dirt).

"While the locomotive has written

in its form the expression of speed, this has never been pronounced, and this is strange when we note that it is the only piece of transportation today that has not been streamlined. The achievement of the automobile industry in increasing sales through better-looking cars might well be taken as a basis for action by the railroads.

"To revive the interest in the modern steam engine, we have to do it with modern materials and according to modern standards. In doing so we not only achieve beauty, but also technical advantages in lessened wind-resistance, easier maintenance, etc. There is a lot of sales-appeal left in the Iron Horse."

The design reproduced at the top of this page is based on the standard type of passenger engine.



The locomotive is the only piece of transportation that today has not been streamlined.

MONTHLY QUOTA				
March 1931				
John Smith SALESMAN				
DAY	VOLUME QUOTA	SALES	PROFIT QUOTA	POINTS MADE
2	\$ 155		3.85	
3	310		7.70	
4	465		1.55	
5	620		5.40	
6	775		9.25	
7	930		23.10	
9	1085		26.95	
10	1240		30.80	
11	1395		34.65	
12	1550		38.50	
13	1705		42.35	
14	1860		46.20	
16	2015		50.05	
17	2170		53.90	
18	2325		57.75	
19	2480		61.60	
20	2635		65.45	
21	2790		69.30	
23	2945		73.15	
24	3100		77.00	
25	3255		80.85	
26	3410		84.70	
27	3565		88.55	
28	3720		92.40	
30	3875		96.25	
31	4000		100.00	

Chart 1

THE use of a profit quota plan in addition to the regular sales quota will add much to the value of the latter and also correct some of its weaknesses.

As the name implies, the profit quota is based upon the gross (or net, if desired) profit on sales by salesmen. While this plan may be substituted entirely for the regular quota, based on volume, a combination of the two is most effective.

The plan is simple in operation. In addition to figuring a certain volume quota for each salesman or each territory, a quota based on profit is also set up. Chart 2 is taken from an actual case where the combination volume and profit quota plan is used. In this case the volume for the salesman is set at \$50,000 for the year. As the demand varies by months, both profit and volume are estimated separately for each month.

Profit is figured on the basis of 25 per cent gross. A point in the profit column is based upon \$10.00 gross profit on merchandise sold.

At the close of each month the amount of sales and gross profit shown in points are entered in their respective columns. The columns headed "Standing" are for entering the cumulative results to show the salesman's standing at any period.

Breaking down the same plan into daily records, we have a sheet made up as in Chart 1. Sales for each day of the month are the same. Take the month of March, for instance, allowing twenty-six working days, the daily sales quota is approximately \$155 and the profit quota 3.87 points.

Does the detailed work required for this plan justify its use?

From actual experience, the answer is yes.

Going back a little further you will find many will raise the same question as to the value of a quota system of any kind. Furthermore, there will be plenty of cases found where the objection may seem well founded.

In practically all of these cases, however, it will be found that it was the improper handling of the quota plan that caused failure.

Briefly, some causes for poor results are found in the following: Lack of intelligent analyses and forecast in making up quota; setting impossible quotas by sales managers, who are desirous of making a showing in the front office; forcing a given quota on to a salesman, instead of letting the salesman feel that he was largely responsible for the figure; setting impossible quotas and then spending too much money in trying to attain them.

And here is where the intelligent

A Simple Way to Swell Profits—Pay for 'Em!

BY EDWARD CORRIGAN

Any company that makes a line in which some items pay more profit to the house than others will find the plan described here applicable. It is based on the simple principle that the salesmen will increase the profit efficiency of their work if they are compensated on the basis of a profit quota in addition to a volume quota.

use of the profit quota system will prove a great benefit.

During the past year the dire effects of this constant drive for volume without due regard for other things have been disclosed. During the depression of 1930 many manufacturers found how unsatisfactory was their wide-flung volume where much of it had been built upon a price basis.

In the process of building up this tremendous volume it was necessary to pour more and more money into buildings and equipment, with the result that when the volume was forced down, those manufacturers were paying a heavy penalty upon investment in idle equipment.

It is to get away from the fallacy that volume means everything that the profit quota plan is suggested. Its use will bring the manufacturer, jobber or dealer back to the fundamental that he is in business to make a profit and not simply to break sales or production records. This profit quota plan will carry the idea of profit down into the rank and file of the salesmen.

Naturally the plan will require adaptations to fit various kinds of business. In an organization where there is no variation in the profit in the line, this plan adds nothing to the regular quota based on volume.

(Continued on page 26)



until you see the whites of their eyes

When business is going full blast, when sales-promotion ammunition is plentiful, a stray shot here and there may, perhaps, be excused. But when the powder supply must be used sparingly, when every shot must hit its target, then it's time for business to heed that famous battle cry: "Don't fire until you see the whites of their eyes."

Today that time has come. Today there must be no shooting at random. Your advertising must aim at business *through the publications that reach your prospects exclusively.*

If you're selling to business or industry, McGraw-Hill publications are the ones to use. The character of their editorial content and the work of their circulation staffs have singled out, for your benefit, over half-a-million business men, indus-

trialists and engineers — the men at whom you're aiming. In a recent check-up 69% of these executives stated that they look to their business papers for information to guide their buying.

We've lined them up for you, made it easy and economical for you to get at them. It's your move.

★1 Jobs that business paper advertising can do NOW

Here's one of ten ways in which business paper advertising can help your salesmen to get orders . . . right now.

**It can put your sales story before buyers, all over the country, frequently and cheaply.*

This, and the other uses of business paper advertising are explained in our book, "Industrial Advertising at Work." Our representative will gladly bring you a copy on request.



P U B L I C A T I O N S

Detroit • St. Louis • Cleveland • Los Angeles • San Francisco • Boston • Greenville • London

Engineering and Mining Journal
Engineering and Mining World
Metal and Mineral Markets
Coal Age

Electric Railway Journal
Bus Transportation
Aviation
Textile World

Electrical World
Electrical Merchandising
Electrical West
Power

Radio Retailing
Electronics
Food Industries
Chemical & Metallurgical Engineering

QUOTA 1931						
TERRITORY #1		<i>John Smith</i> SALESMAN				
MONTH	VOLUME QUOTA	SALES	STANDING	PROFIT QUOTA	POINTS MADE	STANDING
JAN.	\$2500			62.5		
FEB.	3000			75.0		
MAR.	4000			100.0		
APR.	4500			112.5		
MAY.	5000			125.0		
JUNE	5500			137.5		
JULY	6000			150.0		
AUG.	6000			150.0		
SEPT.	5000			125.0		
OCT.	4000			100.0		
NOV.	2500			62.5		
DEC.	2000			50.0		
TOTAL	\$50,000			1250		

Chart 2. Each territory has a work sheet which estimates profit and volume for each month on the basis of a volume quota for the year. See text for explanation.

In the case cited above there are variations and the salesmen know costs. Gross profits range from 12½ per cent to 35 per cent, and it is an easy matter for the salesmen to work for profit points as well as volume.

In cases where the salesmen do not know costs, it is a simple matter to group the various items, or classes of sales. On Group A, for instance, it requires \$100.00 in sales to make a profit point; on Group B—\$75.00; Group C—\$50.00, etc.

The occasion may arise where lines being closed out are sold at short profits. Special allowances in profit points should be made, otherwise the salesman will put little effort back of moving this merchandise.

The purpose of any quota building is to give the salesman a mark at which to shoot. A quota properly set is a goal to be attained. Day-by-day progress can be measured by the salesman himself, and the sales manager can work with the salesman along a definite line.

The use of the profit quota provides another yardstick for measuring results. The salesman can measure not only the height, but also the width of his results.

It makes the salesman think and study. He can diversify his attack.

If he is slipping on volume during a certain month, he has a chance, by concentrating, to make up the loss in profit points.

The use of the profit quota is particularly valuable in lines where competition forces a certain amount of price-cutting. The smart salesman, under these conditions, knows that at the end of the year his volume of sales is the thing that gets consideration. The fact that he brought in special sales, which, on account of competition, quantity or other reasons, are accepted by the house at very close margins, is forgotten. When the profit quota plan is used, however, the salesman who goes strong for this big volume-short profit business is given his proper rating at the end of the year.

When the salesman becomes accustomed to thinking along these lines, he fights harder to get a fair price. Take a case figured—as in Chart 2. Say the order amounts to \$500.00 at the regular price. The salesman knows that every 2½ per cent less than this price causes a loss of one point on his profit record.

In actual practice it is found that the plan has helped wonderfully in stiffening the salesman's backbone on price.

Plus Signs

+ + + AVERAGES OF 100 REPRESENTATIVE STOCKS compiled by the New York Herald Tribune gained 44 per cent from the low of June 2 to June 27.

+ + + NET OPERATING INCOME in May of the first sixty-six railroads to report shows an increase over April of approximately 7 per cent.

+ + + IN THE PITTSBURGH DISTRICT 700 additional men began work this week at the Pressed Steel Car Company's plant. A contract for 17,000 tons of pipe from the Shell Union Oil Corporation will keep the Jones & Laughlin pipe mills busy for several weeks.

+ + + RADIO - KEITH - ORPHEUM'S gross sales of pictures in the past seven weeks have shown an increase of 200 per cent over 1930.

+ + + PRODUCTION OF SHOES by the International Shoe Corporation is averaging 186,000 pairs daily, the largest in more than a year, and with indications that a further step-up in output will be effected.

+ + + THE IRVING FISHER ALL-COMMODITY INDEX of wholesale prices showed an increase of 0.3 per cent last week—the second consecutive weekly gain.

+ + + AFTER FIRST QUARTER EARNINGS of thirteen cents a share the Johns-Manville Corporation reports a net in excess of fifty cents for April and May, with indications of further gain in June.

+ + + HUNTER MANUFACTURING & COMMISSION COMPANY reports print cloth sales last week as almost unparalleled in volume; buying carried prices up more than 10 per cent.

+ + + THE LATE VICE-PRESIDENT MARSHALL said the country needed a good 5-cent cigar; apparently it has several, for May 5-cent cigar sales were 2.44 per cent above a year ago.

+ + + CHRYSLER CORPORATION indicated June output was 29,000 cars against 25,100 in May; field stocks of all Chrysler units are 64 per cent under 1930.

+ + + THE INDEX OF BUSINESS ACTIVITY compiled weekly by the Index Number Institute gained 2.2 per cent for the week ending June 27.

+ + + ADVANCES IN CIGARETTE PRICES are expected to boost earnings of American Tobacco Company \$4 a share, R. J. Reynolds Tobacco Company \$1.48, Liggett & Myers Tobacco Company \$3, and P. Lorillard Company \$2.

+ + + THE PRATT & WHITNEY COMPANY'S HARTFORD PLANT will be kept busy night and day until September filling an order for special machinery from General Motors Corporation.

+ + + THE PACIFIC NORTHWEST, judging from the size of the advance guard, will have one of the biggest tourist seasons in history.

5 JUDGMENTS

UPHOLD EINSON-FREEMAN DOUBLE-TIER DISPLAY CONTAINER

... MANUFACTURED UNDER PATENT No. 1428226
... DATED SEPTEMBER 5, 1922

The judgment of the executives of the First Packaging Conference Clinic and Exhibition of the American Management Association, held at the Hotel Pennsylvania, N. Y., May 19-21, 1931, selected a double-tier container manufactured by the Einson-Freeman Company under this patent, as the outstanding container for usability and practicability.

Four additional judgments have been handed down by the United States District Courts in favor of the Einson-Freeman Company against imitators and infringers of the double-tier patent.

The first judgment for infringement against unfair competitors in our favor was by the U. S. District Court for the

Eastern District of New York dated July 2, 1927.

The second judgment was by the U. S. District Court for the Eastern District of New York dated June 12, 1930.

The third judgment was by the U. S. District Court for the Southern District of New York dated April 8, 1931.

THE FOURTH SUIT FOR AN INFRINGEMENT OF THE PATENT RESULTED IN A JUDGMENT IN FAVOR OF THE EINSON-FREEMAN CO., INC., RENDERED MAY 22, 1931, IN THE U. S. DISTRICT COURT, EASTERN DISTRICT, IN AN ACTION DEFENDED BY THE FORBES LITHOGRAPH & MFG. CO. OF BOSTON, MASS.

These decisions fully protect the basic rights of the Einson-Freeman Co., Inc., on the double-tier container. They are definite protection to those of our clients who recognize the distinctive sales producing value of this device. They also protect the following concerns who have manufacturing licenses under this patent.

*International Folding Box Co., North Bergen, N. J.
Brooks Bank Note Company, Springfield, Mass.
Morris Paper Mills, Chicago, Ill.*

*Brown & Bailey, Philadelphia, Pa.
Compressed Paper Box Co., Bridgeport, Conn.
Somerville Paper Boxes, Ltd., London, Canada*

ALL INFRINGERS WILL BE VIGOROUSLY PROSECUTED

The Einson-Freeman double-tier container possesses the following advantages over other types of display containers:—

It ships compactly; it sets up instantly; it takes but a third of the usual counter space; it shows two tiers of products; it has three times the advertising space; it gets up, stays up on the counter, and helps to sell goods.

Specializing
in window and
store display
advertising

EINSON - FREEMAN CO., INC.
LITHOGRAPHERS

STARR AND BORDEN AVENUES, LONG ISLAND CITY

Boston Office—302 Park Square Bldg., Boston, Mass.

Chicago Office—Wrigley Bldg., Chicago, Ill.

SEND FOR BOOKLET, "MERCHANDISING WITH DISPLAY CONTAINERS"

Population Studies of Principal Markets and Their Tributary Areas

The outline of tributary areas, as shown by map and text, is advanced only as a rough approximation (keeping to county lines) of the trading area of each major market. Audit Bureau of Circulations statements were consulted for the definition of "carrier limits," "trading radius" and "eight largest cities within trading radius." See notes for sources of additional material on each market.

Number Thirty-six: Omaha

(A.B.C. Trading Radius: 40 Miles—Circle indicates distance only; not exact boundaries of trading area)



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OMAHA gained 11.6 per cent in population during the past decade, while Douglas County, other than Omaha, grew at almost three times the national rate of growth, indicating a strong trend toward residence in outlying districts. Only two of the smaller cities within the A. B. C. trading area bettered the national rate of growth. These were Council Bluffs, Iowa, and Fremont, Nebraska.

Market information about the Omaha area may be obtained from: Omaha: *Bee-News*, *World-Herald*; Council Bluffs: *Nonpareil*.

Figures presented on total and per capita spendable money income as tabulated are taken from an original statistical study made by SALES MANAGEMENT and presented, complete, in the annual reference number of this magazine issued September 27, 1930. For a full explanation of the method through which those figures were evolved, see pages 9, 10 and 11 of that issue. The figures on per capita spendable income as tabulated in this series of studies do not agree in all cases with the figures printed in the reference issue, since they have been corrected to correspond with the final 1930 population figures as compiled by the Bureau of Census. At the time the reference issue was printed only approximate figures were available.

Previous studies in this series covered New York City (January 31, 1931); Chicago (February 7); Philadelphia (February 14); Detroit (February 21); Los Angeles (February 28); Cleveland (March 7); St. Louis and Baltimore (March 14); Boston (March 21); Pittsburgh and San Francisco (March 28); Milwaukee and Buffalo (April 4); Washington and Minneapolis-St. Paul (April 18); New Orleans and Cincinnati (April 25); Newark and Kansas City (May 2); Seattle and Indianapolis (May 9); Rochester and Louisville (May 16); Portland and Houston (May 23); Toledo and Columbus (May 30); Denver and Atlanta (June 6); Dallas and Birmingham (June 13); Akron and Memphis (June 20); Providence and San Antonio (June 27). Cities are being presented in the order of municipal population, beginning with the largest.

These population studies are being widely used by manufacturers, publishers and advertising agencies in the planning of sales and advertising campaigns. Are you making use of them in your company?

An Analysis of 1930 Population Figures for Omaha and Surrounding Territory Compared with 1920

The tabulations and analysis presented in this series are original with SALES MANAGEMENT and are copyrighted. Reproduction, except by permission, is forbidden.

Cities	Miles from Omaha	Population 1920	Population 1930	Per Cent Gain or Loss	Counties	Population 1920	Population 1930	Per Cent Gain or Loss	All Spendable Money Income 1929 (000 Omitted)	Per Capita Spendable Income
Omaha		191,601	214,006	11.6	Douglas	204,524	232,982	13.9	\$201,348	\$864
* Council Bluffs, Ia.	4.0	36,162	42,058	16.3	Pottawattamie, Ia.	61,550	69,888	13.5	48,048	688
** Blair	25.0	2,702	2,791	3.3	Washington	12,180	12,095	-0.7	6,466	535
** Oakland	57.8	1,356	1,433	5.7	Burt	12,559	13,062	4.0	6,819	522
** Tekamah	42.0	1,811	1,804	-.4	See above					
** Plattsmouth	19.0	4,190	3,793	-9.5	Cass	18,029	17,684	1.9	9,071	513
** Nebraska City	40.0	6,279	7,230	15.1	Otoe	19,494	19,901	2.1	12,150	611
** Fremont	31.3	9,592	11,407	18.9	Dodge	23,197	25,273	8.9	12,384	490
** Missouri Valley, Ia.	24.0	3,985	4,230	6.1	Harrison, Ia.	24,488	24,897	1.7	8,950	360
** Red Oak, Ia.	53.0	5,578	5,778	3.6	Montgomery, Ia.	17,048	16,752	-1.7	6,506	388
*** Ashland	31.0	1,725	1,768	2.5	Saunders	20,589	20,167	-2.0	12,967	643
*** Glenwood, Ia.	20.0	3,862	4,269	10.5	Mills, Ia.	15,422	15,866	2.9	6,298	397
*** Logan, Ia.	32.6	1,637	1,654	1.0	Fremont, Ia.	15,447	15,532	0.6	6,855	441
*** Villisca, Ia.		2,111	2,032	-3.7	Harrison, Ia.	See above				
					Montgomery, Ia.	See above				
					Sarpy, Nebr.	9,370	10,402	11.0	3,665	352
TOTAL FOR AREA						453,897	494,502	8.9	\$341,527	\$691

* Cities within the carrier limits (A.B.C.).

** Eight largest cities within the trading area, but outside the carrier limits (A.B.C.).

*** Other cities and/or counties over 1,400 within the trading area (A.B.C.).

"Miles from Omaha" figures are from the Official Guide of the Railways.

Number Thirty-seven: Syracuse

(A.B.C. Trading Radius: 33 Miles—Circle indicates distance only; not exact boundaries of trading area)

ONONDAGA County far outran every other county in the Syracuse area in growth between 1920 and 1930. It gained 20.8 per cent in population, while municipal Syracuse gained 21.9 per cent. Although the Syracuse area did not show a rate of gain nearly as high as the rate in many other metropolitan areas approximating its size, the per capita spendable money income figure for the counties in this area is unusually high, and therefore holds special interest for marketing executives.

It compares favorably with the income in the counties which contain Chicago (\$1,280), Detroit (\$1,088), Cleveland (\$1,164), San Francisco (\$1,286), and Cincinnati (\$1,151).

Market information about the Syracuse area may be obtained from the *Syracuse Herald, Journal* and *Post-Standard*.

The tabular analysis of the Syracuse area appears on the following page.

\$100 a Year for Life

NEW YORK.—For Apple Down Dilly, a new Royal Gelatine dessert, Standard Brands, Inc., here will award Mrs. Lester G. Conway, Seattle, an annual check of \$100 as long as she lives. Mrs. Conway was one of 300,000 women who sent in suggestions for the name of the new product.



Copyright, American Map Company, New York, Authorized Reproduction No. 5012

An Analysis of 1930 Population Figures for Syracuse and Surrounding Territory Compared with 1920

The tabulations and analysis presented in this series are original with SALES MANAGEMENT and are copyrighted. Reproduction, except by permission, is forbidden.

Cities	Miles from Syracuse	Population 1920	Population 1930	Per Cent Gain or Loss	Counties	Population 1920	Population 1930	Per Cent Gain or Loss	All Spendable Money Income 1929 (000 Omitted)	Per Capita Spendable Income
Syracuse	..	171,717	209,326	21.9	Onondaga	241,465	291,606	20.8	\$373,879	\$1,282
* Solvay	4.0	7,352	7,986	8.6	"	See above.	"	"	"	"
** E. Syracuse	5.0	4,106	4,646	13.1	"	"	"	"	"	"
** Baldwinsville	12.0	3,685	3,845	4.3	"	"	"	"	"	"
** Onondaga	..	6,620	5,826	-12.0	"	"	"	"	"	"
** Cortland	36.0	13,294	15,043	13.2	Cortland	29,625	31,709	7.0	34,080	1,075
** Auburn	26.1	36,192	36,652	1.3	Cayuga	65,221	64,751	-0.7	66,634	1,029
** Oneida	26.0	10,541	10,558	0.2	Madison	39,535	39,790	0.6	49,160	1,235
** Oswego	36.9	23,626	22,652	-4.9	Oswego	71,045	69,645	2.0	65,175	934
** Fulton	24.5	13,043	12,462	-4.5	"	See above.	"	"	"	"
*** Phoenix	15.2	1,747	1,758	0.6	"	"	"	"	"	"
*** Skaneateles	17.5	1,635	1,882	15.1	Onondaga	"	"	"	"	"
*** Liverpool	4.5	1,831	2,244	22.6	"	"	"	"	"	"
*** Manlius	12.1	1,296	1,538	18.7	"	"	"	"	"	"
*** Fayetteville	9.6	1,584	2,008	26.8	"	"	"	"	"	"
*** No. Syracuse	1,766	..	"	"	"	"	"	"
*** Canastota	21.0	5,995	4,255	6.0	Madison	"	"	"	"	"
*** Cazenovia	20.3	1,683	1,788	6.2	"	"	"	"	"	"
*** Homer	33.0	2,356	3,195	35.6	Cortland	"	"	"	"	"
TOTAL FOR AREA						446,891	497,501	11.3	\$588,928	\$1,184

* Cities within the carrier limits (A.B.C.).

** Eight largest cities within the trading area, but outside the carrier limits A.B.C.).

*** Other cities and/or counties over 1,500 within the trading area (A.B.C.).

"Miles from Syracuse" figures are from the Official Guide of the Railways.

G E Salesmen's Standings Reflected in Neckties

CLEVELAND—"Consider your Adam's apple," the electric refrigeration department of the General Electric Company cautioned its salesmen (with due apologies to Luckies) during June, when it promoted a sales contest in which the standing of each salesman with reference to his quota was indicated by the color of the tie he wore. Beginning June 1 each domestic refrigerator salesman was required to wear a black tie until he had made two sales, whereupon his distributor awarded him a green tie which he wore until his sales for the month totaled five. He then received a blue tie which he wore until his sales for the month numbered nine. This was quota and the home office promptly recognized his performance by awarding him a hand-made gold necktie, which he wore during the remainder of the month.

Similarly apartment salesmen wore black ties until they sold eight refrigerators, green until their sales reached twenty, blue between twenty and forty, and gold thereafter.

Commercial salesmen wore black until they had made one sale, green from one to three, blue from three to five, and gold thereafter.

Samples of the four ties were mounted on a large card, with rules of the contest and spaces for writing in names of salesmen of each group beneath

Do You Want Reprints of the Population Studies?

The population studies of principal markets and their tributary areas, in the 150,000 group of cities, will soon be completed. A number of subscribers have already asked if reprints of the series will be available.

The publishers of SALES MANAGEMENT will arrange to combine these studies in a booklet, for quantity distribution at a nominal cost, provided enough readers place orders in advance to make a quantity run possible. These studies are the only ones of their kind available anywhere. They are the work of the SALES MANAGEMENT staff and sales executives in many lines are finding them helpful in planning quotas, in allocating advertising appropriations and in aiding the men in the field. How many can you use? Write to the Managing Editor, SALES MANAGEMENT, 420 Lexington Avenue, New York.

each tie, and the card placed in the salesmen's room.

PHILADELPHIA—A program of dance and novelty music via electrical transcription will take the place of the Philco Symphony Orchestra, Sayre M. Ramsdell, sales promotion manager, Philadelphia Storage Battery Company here, announced.

Eight New Business Books Well Worth Reading

"A Philosophy of Production." Edited by J. George Frederick (The Business Bourse, New York, \$4.00). "More Profits from Advertising." Kenneth M. Goode and Carroll Rheinstrom (Harper & Brothers, New York, \$3.50).

"The Challenge of Chain Store Distribution." M. M. Zimmerman (Harper & Brothers, New York \$5.00).

"Marketing Principles" John Freeman Pyle (McGraw-Hill Book Company, Inc., New York, \$4.00).

"Copy Technique in Advertising" R. W. Surrey (McGraw-Hill Book Company, Inc., New York, \$4.00).

"The Guide to Business and Investment Planning . . . 1931 Edition" Edited by Laurence A. Rice (United Business Service, Boston, \$10.00).

"Typographic Design in Advertising," Lawrence B. Siegfried (Committee on Education, United Typothetae of America).

"Expenses and Profits in the Chain Grocery Business in 1929," Malcolm P. McNair (Bulletin No. 84, Bureau of Business Research, Harvard University \$2.50).

NEW YORK—Globe Press, of Montclair, New Jersey, and the Hanau Press of New York, with N. Austin Hanau & Staff, counselors on direct mail advertising, merged this week under the name N. Austin Hanau & Staff and the Globe-Hanau Press, Inc. T. K. Gardner is president and N. Austin Hanau vice-president.

Chrysler's Plymouth to Challenge Leadership of Ford and Chevrolet

DETROIT—"Floating Power," which is said to eliminate engine vibration, and selective free wheeling in all four speeds are features of the new car of the Plymouth Motor Corporation, to be announced nationally in a \$3,-500,000 campaign July 6, F. L. Rockelman, president of Plymouth, informed SALES MANAGEMENT this week.

Mr. Rockelman for many years was general sales manager of the Ford Motor Company, and the new car is expected seriously to challenge the outstanding position which Ford and Chevrolet have long held in the low-priced field. It will sell for \$535 to \$645 f.o.b. the factory, will be sold by all Chrysler, Dodge and DeSoto dealers, and will be advertised as having the "smoothness of an eight, the economy of a four."

A special force of thirty sales promotion men are now in the field assisting dealers, Mr. Rockelman explained. The sales executive staff of Plymouth has recently been reorganized with H. G. Moock as general sales manager, and with S. W. Munroe, J. W. Hutchins and J. F. Boyd as directors of Plymouth sales respectively, for Chrysler Sales Corporation, Dodge Brothers Corporation and DeSoto Motor Corporation.

Mr. Moock has been connected with the Chrysler Corporation in various sales capacities and was formerly secretary-manager of the National Automobile Dealers Association.

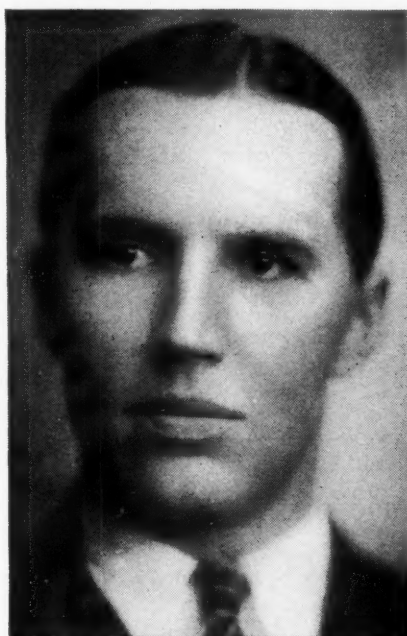
Other appointments made in the last few months include those of Mr. Rockelman, K. G. Pound, director of distribution, and J. B. Wagstaff, director of advertising and sales promotion.

"The advertising program begins with a nation-wide newspaper announcement July 6 and a campaign in the *Saturday Evening Post* July 11," Mr. Rockelman said. "Newspaper insertions will be run weekly in 1,218 towns, and magazines, foreign papers and outdoor posters also will be employed."

Meanwhile, financial houses are noting the swift recovery of Chrysler stock from a low level of twelve and a half to twenty this week. "The new Plymouth is being introduced," one brokerage house says, "at a time when the possibility of successful competition with Ford at last is beginning to be admitted."

Plymouth corporation has stepped up

production from 2,000 units in May to 11,000 in June and is scheduled for 15,000 in July. The Chrysler force of workers has been increased from 4,500 in May to nearly 10,000, and the corporation is said to have invested \$10,000,000 in manufacturing and sales preparations for the new model.



Lawrence Tremaine

Tremaine to Direct Sales for Hecker-H-O

BUFFALO.—Lawrence Tremaine, for four years associated in sales work, the last two under L. G. Blumen-schine, executive vice-president of the Hecker-H-O Company here, maker of H-O Force and other cereal products, has been appointed sales manager of the company.

At the same time, Winston H. Thornburg, of the advertising department, was appointed advertising manager.

Mr. Tremaine was formerly with the sales department of the King Manufacturing Company and later with the Muffets Corporation, Buffalo.

William E. Yaeger has been made assistant to Mr. Tremaine in the direction of the sales department.

Four A's Elect Two

Geare-Marston, Inc., of Philadelphia, and Van Sant, Dugdale & Corner, Inc., of Baltimore, have been elected to membership in the American Association of Advertising Agencies.

Inter-Company Sales Contest Staged on Refrigerators

NEW YORK—That inter-company sales competitions, similar to inter-collegiate activities, may soon carry on into the business world is indicated by a novel contest between the Associated Gas & Electric Company here and the Georgia Power Company, of Atlanta. The contest may prove to be the basis for forming, in connection with the Electric Refrigeration Bureau activities, a sort of nation-wide "big-ten" conference to stimulate refrigeration sales. During their spring refrigeration campaigns the Associated Gas & Electric Company and Georgia Power Company discovered that they were both engaged simultaneously in appliance sales activities conducted in the form of imaginary blimp races.

The idea for the contest started when the Georgia Power Company saw a copy of *Selling Slants*, fortnightly pep sheet published for Associated appliance salesmen, in which the editor mentioned an informal race between the blimps of Georgia Power Company and the Associated system, and took it as a challenge.

"I see this contest as the basis for forming a contest all over the country in connection with the Electric Refrigeration Bureau activities," stated A. E. Ward, campaign manager for Associated. Because of the difference in number of customers served by the two companies, the contest was conducted on the basis of the amount of electric refrigeration sold in dollars and cents per residential customer rather than on total number of units. Final figures have not yet been compiled, but the Georgia Power Company, it is reported, will come out considerably ahead in dollars and cents per residential customer, although the Associated system will have sold the largest number of units.

Indian Advances Bouton

SPRINGFIELD, MASS.—W. Stanley Bouton, for twelve years with the Indian Motorcycle Company, has been made assistant sales manager. He will act as direct assistant to James A. Wright, director of sales, in supervising the activities of Indian field representatives, contacting with Indian dealers and handling police and commercial sales matters.

Penney to Open Largest Unit

SEATTLE—The J. C. Penney store here, planned for an August opening, will be the largest of the entire United States chain. George Mack, formerly district manager of the Penney stores in Ohio, has taken over the management of the six-story building, now being remodeled.

Doughnut Dunking to Occupy Old Lucky Stand on Broadway

NEW YORK—As the first step in a campaign to achieve national distribution for Mayflower Brand doughnuts, the Doughnut Machine Corporation, in cooperation with Maxwell House Coffee, will open a display room here this week, George N. Ackerman, director of sales, franchise department, of the Doughnut Machine Corporation, told SALES MANAGEMENT. This will be at a well-advertised spot, at Forty-fifth Street and Broadway, formerly occupied by the Lucky Strike cigarette exhibit.

The display room, which has unusually large windows, is being completely remodeled. The center corner section will contain the Maxwell House Coffee advertising, the display room also being publicized in the large electric Maxwell House Coffee sign nearby. The remaining windows will show the Doughnut corporation's automatic baking machines. In the rear of the display room will be a large counter over which, for fifteen cents, a cup of Maxwell House Coffee and two doughnuts will be sold.

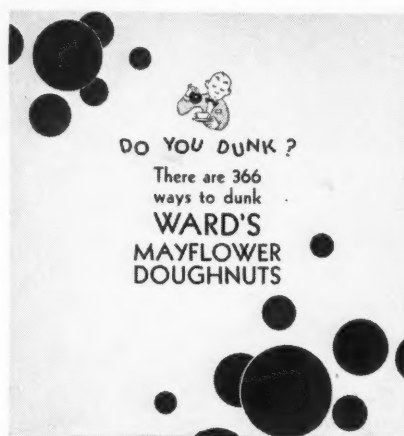
As a novelty, the Doughnut Machine Corporation will sell a twenty-five-cent specially wrapped package of doughnuts, emphasizing the humor of dunking with doughnuts. This carton shows several of the "366" ways to dunk.

The opening of this display room will be accompanied by newspaper advertising on the part of the Ward Baking Company, which will handle the New York distribution of Mayflower doughnuts, made from Mayflower Doughnut Mix, by the Doughnut Machine Corporation's equipment. All doughnuts not sold in the humorous dunking package from the display floor as they come out of the machines will be turned over to Ward for distribution in regular Mayflower packages. In addition, the Ward company is manufacturing large quantities of the doughnuts in its own factories.

Ward sells Mayflower doughnuts on a franchise from the Doughnut Machine Corporation, which makes the Mayflower Doughnut Mix. Although the Mayflower Brand has only been on the market for a year, already seventy-five wholesale bakeries throughout the country have entered into the franchise for exclusive distribution of the brand in their localities. It is hoped by January 1 to have sufficient Mayflower Brand distribution to enable the Doughnut

corporation to put on a national advertising campaign to help the franchise bakers.

At the present time the franchise bakers are being supported in promotion plans by several kinds of dealer helps. There are available bread inserts, sampling bags, tickets for canvassing, newspaper mats, a dessert booklet, counter and window displays, window streamers, several display cards and two truck posters.



The top of the special carton for Broadway doughnuts

The Doughnut Machine Corporation insures the franchise wholesale bakers making correct use of this material by sending out special merchandisers and promotion experts to arrange the local campaigns.

While in this city Ward Baking Company will package the Mayflower doughnuts in glassine wrappers, other wholesale bakers selling Mayflower doughnuts will use a standard package supplied them by the Doughnut Machine Corporation. Thus the identity of the brand name is the same except for the change in the bakery company's signature on the package.

Extend Market for Device to Eliminate "Carbons"

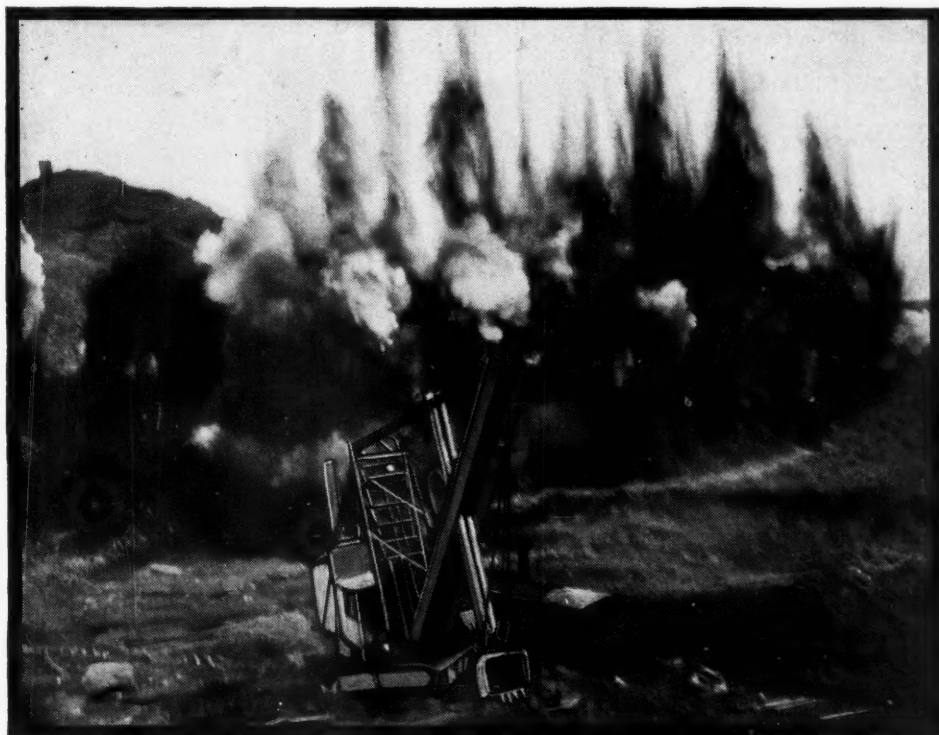
SEATTLE—The Original Copywriter Company, making a typewriter that eliminates the use of carbon paper, has extended its distribution throughout the country to sales agencies established as independent units in the larger cities. A plant for the manufacture of the attachment that fits over the carriage of different makes of typewriters (which contains two extra typewriter ribbons) has been established at Tacoma.

Coast Druggists Seek Manufacturers' Aid on Price-Cutting

SAN FRANCISCO—A firm attempt to clear up the issues in the price-cutting situation was made by the California Pharmaceutical Association at its recent Monterey convention, in adopting the following resolutions:

Be It Resolved, That the California Pharmaceutical Association ask all manufacturers of items sold at retail (in drug stores) to consider putting into practice the following:

1. That they choose such customers as outlets for their preparations as will practice only fair and honest merchandising and not destroy, by predatory price-cutting, their good name and fair trading conditions.
2. That they spend a goodly percentage of their advertising appropriation each year for the education of the consuming public to the fact that when one item is sold at cost, some other item must be sold at an unfair profit to make up the loss of operating expense on the item sold at cost.
3. That they discontinue so-called quantity discounts and pay instead for the service of cooperation to maintain fair merchandising conditions.
4. That they discontinue any and all deals that from experience in the past have destroyed fair and honest merchandising conditions.
5. That they refuse to pay in part or in whole for any advertising of their products unless the advertisement is written by themselves or their agents and that they adhere to the steadfast policy of writing only such advertisements as are conducive to fair and honest merchandising.
6. That they lease or rent window display furnished by themselves only to such retailers as will adhere to a fair and honest merchandising display.
7. That they discontinue any and all payments to hidden demonstrators that are used for the destruction of fair and honest trading conditions.
8. That they publicly deny any statements made by the price-cutter in advertisements—such as in daily papers—which state that the predatory price-cutter buys more cheaply than other retailers.
9. That each firm be asked for a written statement, which is to be signed by someone in authority at the head of the firm, stating the firm's position in respect to the Capper-Kelly bill—this to be used by the National Association of Retail Druggists to place before Congress the true authorized attitude of each manufacturer of preparations sold in drug stores.



"15 Tons of Dynamite go off in the P. A.'s office"

"MOST P. A.'s will let you talk dynamite, but words can't prove the extra push that makes yours better. And samples of the stuff are decidedly unpopular.

"But with a film it's easy to show superiorities. In a few minutes we drill, set the charge, pump the mag and 15 tons of dynamite go off in the P. A.'s office."

Definite evidence that can be shown in motion pictures is the kind that

makes sales. A Pathéscope film can carry unwieldy products, or even intricate utility systems right into the office of the men who buy.

The background of The Pathéscope Company in the motion picture industry extends over 30 years. A staff of experts, skilled in every phase of producing a successful business film, is maintained. These specialists are prepared to study your problem, organize the continuity and produce a

sales-getting motion picture about your product.

A representative will be glad to discuss these possibilities with you. Or if you prefer, we will gladly send you literature describing what we have done for others in similar lines to yours.

THE PATHÉSCOPE COMPANY OF AMERICA, INC.

NEW YORK : Boston

Producers of Business Movies: Sound, Silent, and Still Picture Films

The Pathéscope Co. of America, Inc. SM-7
33 West 42nd Street, New York City.

Gentlemen: Please send me your literature describing business films.

Name

Street

City State

Note: So that we may be more specific when replying please let us know something of your manufacturing and merchandising methods. Enclose some literature.

New York City Sales Over Four Billion, Retail Census Shows

NEW YORK—New York City's five boroughs with a retail business in 1929 of \$4,402,876,096 and 103,633 retail establishments, prove to be the world's richest market, according to a Census Bureau report on retail distribution, based on returns from the 1930 census, just released by the Department of Commerce.

The retail sales trade for the five boroughs is almost 9 per cent of the total retail business of the nation. Independents did 60 per cent of the retail business, while the chains did only 25 per cent. Food was the leading item for the city as a whole, and for all separate boroughs except Manhattan, 42,947 stores reporting \$1,088,248,155 food sales, or about 25 per cent of the total retail business in the five boroughs. Apparel is second, with 13,639 stores with sales of \$689,322,129, or about 16 per cent. Third place went to general merchandise, with 4,121 establishments, selling \$601,888,784, or 14 per cent of the total. Trailing these leaders are the automotive group with sales of \$400,240,497; restaurants with \$329,058,447; furniture and household group, \$298,120,241; and the lumber and building group, with \$175,920,855.

Within New York City the Borough of Manhattan leads in retail business with \$2,515,421,096. The Borough of Brooklyn is second, doing an annual business of \$1,057,086,661, through 37,800 retail establishments. Queens ranks third by having done a retail business of \$413,780,744 through 12,527 retailers. The two smallest boroughs, respectively, are the Bronx, with 12,165 retailers doing a business of \$358,403,544, and Richmond, with 2,407 stores and sales of \$58,184,024.

The study also reveals that for the year 1929, New York City paid \$522,538,782 to 316,201 full-time employees in 103,623 establishments.

Full report booklets are now available for distribution by the Department of Commerce, Bureau of Census. These reports give complete statistics for the five boroughs—number of stores, number of part-time employees, net sales, stocks on hand at the end of the year and salaries and wages.

Howard B. Driscoll, for some years publisher's representative for the Associated Farm Papers, has become an account executive, with Donahue, Coe & Mayer, Inc., New York.



The HEALTHIEST will profit most

JULY 4 Just one day has been a turning point in the history of this country since Independence Day of 1776. The Civil War started in Gettysburg, July 1, 1863. The Spanish War started in Santiago, July 8, 1898. The last big depression drew to a close in July and ended in August, 1921. Good times begin in the fall.

Are you getting ready?

Use the July 4th week-end as an investment in health. Make it a turning point in your courage. Take the morning with you and look under the trees. Breathe deep the fresh, clear air; look confidently to the future. The past is behind us—leave it there. Remember, it will be true—as it always has been—the healthiest will profit most. Here's to the up-turn. Come on!

P. S. For your car's good health, Socony.

Only the last line in this 294-line space mentions Socony

Socony Whispers—Drowns Competition's Shout

NEW YORK—An example of "unselfish" advertising which a large advertiser can afford to do is shown in the newspaper advertisements last week of the Standard Oil Company of New York. The six column copy carried the message—"Healthiest will profit most . . . July 4th has been a turning point in the history of this country since Independence Day of 1776. . . . The last big depression drew to a close in July and ended in August, 1921. Good times begin in the fall. Are you getting ready?"

"Use the July 4th week-end as an investment in health. Make it a turning point in your courage. . . . Breathe deep the fresh, clear air; look confidently to the future.

"The past is behind us—leave it there. Remember, it will be true—as it always has been—the healthiest will profit most. Here's to the up-turn. Come on!

"P. S.—For your car's good health, Socony."

National Biscuit Elects Frank Lowry President

NEW YORK—Frank C. Lowry of Lowry & Company, sugar brokers, was elected president of the National Biscuit Company last week to succeed Frederick Beers, now chairman of the manufacturing committee.

All Types of Media Used to Launch New Nash

KENOSHA, Wis.—The new Nash car million-dollar announcement campaign which started last week and will run for three months, and which embraces almost every essential form of advertising, is considered the most powerful vehicle that has ever carried the Nash message to the public, an official of the Nash Motors Company here told this magazine.

The backbone of the campaign, bold display copy in 1,464 daily and weekly newspapers, is supplemented nationally by spreads and page announcements in mass and class magazines and trade publications.

A deluxe portfolio, complete new sales manual, comparative specification books, window posters, a series of direct mail postcards, as well as small booklets and a wall hanger portraying a new Nash body cut in half with enlarged detailed advertising illustrating the body features, complete the dealer help material.

For "plus advertising" Nash inaugurated last week a weekly radio program, "Nash Parade of Progress," claimed by the company to outrank in number of NBC stations any other chain motor car campaign.

Grocery Chains Analyzed in Latest Harvard Study

BOSTON—That 1.2 cents of the consumer's dollar is retained by the chains as profit and 18.2 cents is spent to meet operating expenses in contrast to 1.08 cents profit and 18 cents operating expense for the independent retail grocer, are findings of Bulletin No. 84, "Expenses and Profits in the Chain Grocery Business in 1929," just published by the Bureau of Business Research, of Harvard University.

The bases of the bureau's study, edited by Professor Alfred P. McNair, were balance sheets received from 100 grocery chains totaling 33,000 stores, with aggregate sales in 1929 slightly under \$2,000,000,000.

Although Professor McNair is careful to point out that comparison of statistics does not tell the complete story of the comparative advantages to the public of chains versus retailer-wholesaler merchandising, he nevertheless concludes that in 1929 chain grocery companies took out of the consumer's dollar about 8.08 cents less to cover the cost of doing business and make profit than did the wholesale and retail groceries together.

IN USING OFFSET PAPERS

Have you ever been up
against these difficulties?

That one side of your folder does not print as well
as the other?

That this same side is different in color, thus throw-
ing your job off color?

That one side of your paper is considerably rougher,
not the same finish, as the other?

« « «

Yes—and they will always be present, to a greater
or less extent, in a machine finish offset.

Dull coating a paper is the only solution for all these
difficulties—and Snow White Offset is the only
sheet of this kind on the market today with this
unique feature.

Not a new sheet, but one in wide use for the past
two years, Snow White Offset deserves your
interest.

THE MEAD SALES COMPANY, Inc.

THE MEAD CORPORATION, CHILLICOTHE, OHIO

CHICAGO, 111 W. Washington St.

NEW YORK, 230 Park Ave.

DAYTON, Callahan Bank Bldg.

Stocks carried in the principal cities

Clark Howell, Jr., Heads Southern Publishers

ASHEVILLE, N. C.—Research to determine the attention value of advertising copy might be conducted by newspaper publishers with as much benefit as they derive from market surveys, H. H. Anderson, associate of Professor George H. Gallup of Chicago, told the Southern Newspaper Publishers' Association, at its twenty-ninth annual meeting here June 29-July 1.

Mr. Anderson also outlined the result of a radio survey conducted by Professor Gallup's organization. This survey determined that during a popular supper-time program, only half of the homes which had radio sets were using them and that only one-third of the families listening could identify the station, program or the sponsor of the program.

Major Clark Howell, Jr., Atlanta *Constitution*, was elected president of the association to succeed J. S. Parks of the Fort Smith, Arkansas, *Southwest American and Times Record*, who became chairman of the board. Walter C. Johnson, of the Chattanooga *News*, and Cranston Williams of Chattanooga were re-elected treasurer and secretary-manager, respectively.

Alemite Uses 118 Papers to Introduce New Oil

CHICAGO—A national campaign in 118 newspapers in 117 metropolitan trading centers supplemented by full-page color advertisements in two national weeklies, will introduce Alemite Motor Oil this summer to round out the Alemite lubrication service and equipment line. The national campaign will be tied in with the dealer through Alemite Motor Oil signs in both the sidewalk and bracket models. Postcards, folders and direct mail campaigns will support the local tie-up merchandising.



Century Air Lines new hangar and administration building at the Municipal Airport, Chicago—to be opened around the first of August as one of the most complete air line terminals in the world.

More Plus Signs

(An overflow from page 26)

+++ LEAF TOBACCO EXPORTS in May totaled 48,912,000 pounds vs. 28,823,000 in May, 1930—a gain of 70 per cent.

+++ FREIGHT CAR LOADINGS for the week ending June 20 increased 8.5 per cent over the preceding week. An increase at this time is counter to the seasonal trend.

+++ STOCKS OF REFINED GASOLINE showed a further decline for the week ending June 27.

+++ BUSINESS FAILURES as reported by *Bradstreet's* were lower last week than any week since November, decreasing 16.3 per cent from the preceding week, and down 19 per cent from the corresponding week a year ago.

+++ UNDERWOOD PORTABLE TYPEWRITER sales during the first six months exceeded the same 1930 period.

+++ INTERNATIONAL BUSINESS MACHINES CORPORATION's principal plant at Endicott, New York, now is operating at full capacity, including two new additions completed within the last six months.

+++ BUSINESS ACTIVITY in the San Francisco district for the first five months was 7.7 per cent above the average for the same period in the years 1921 to 1930 inclusive.

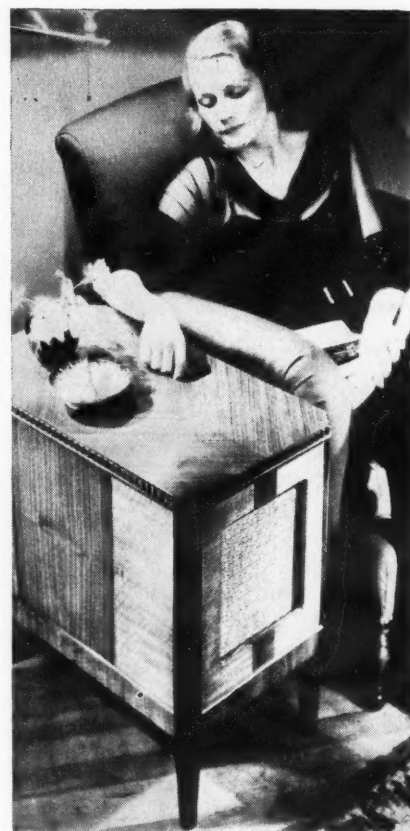
+++ INDUSTRIAL ACTIVITY in New England has increased steadily during the first five months and is now only 15 per cent below normal as against approximately 25 per cent for the country as a whole.

+++ ESTIMATED SIX MONTHS NET EARNINGS: Bohn Aluminum & Brass \$2.50 versus \$1.95 in 1930; Lily Tulip Corporation \$1.82 versus \$1.77; Warren Foundry & Pipe ninety cents versus sixty-eight cents.

+++ WHOLESALE FOOD PRICES as compiled by *Bradstreet's* advanced 1 per cent last week—the first gain since April 2.

Porter Heads Congress Cigar

NEW YORK—James M. Porter has been elected president of the Congress Cigar Company, succeeding Samuel Paley, who resigned last week.



The new Philco "Lazy Boy" model—the first radio work of Norman Bel Geddes, noted designer.

Century Air Lines Open Agua Caliente Route

CHICAGO—Operating frequent schedules between San Francisco and Agua Caliente, Mexico, the second unit of the Century Air Lines system will be formally opened on the Pacific Coast July 3, L. B. Manning, vice-president and general manager of the company, announced this week.

Nine Stinson tri-motored planes will be used. These are the same type serving the central division of the Century Air Lines, the Chicago terminal of which will be a new hangar and administration building at the Municipal Airport, now building. Through a reciprocal arrangement with the New York Central Lines, Century has also established a combination air-rail service between eastern seaboard cities and the Chicago and Cleveland areas.

Launch Campaign for Milk

SAN FRANCISCO—Producers supplying 90 per cent of San Francisco's fresh milk have instituted a newspaper, radio and outdoor advertising campaign to educate the public to the advantages of drinking more milk. According to the Harry Berovich Agency here, handling the campaign, opening copy will stress the importance of the dairy industry to Northern California and of milk as part of the daily diet.



THIS is a typical modern tire station, the kind of a shop now being sought as consumer contact points by manufacturers of tires and tubes and the other automotive replacement items handled by the up-to-date tire dealer. It is also the kind of a shop that holds the interest of the manufacturer of time-saving equipment.

20,000 such shops regularly receive **TIRES**, the Business Paper of the Tire Dealer, and its monthly contribution of merchandising ideas and terse reports of pertinent news developments in the tire industry. For 12 years **TIRES** has been recognized as the beacon to better tire merchandising, and as an advertising medium it has been consistently used by those manufacturers who have been particular in selecting the means of reaching the cream of the retail tire business.

TIRES
THE TRADE PAPER OF THE TIRE INDUSTRY

420 Lexington Avenue

New York City

Media

When one of Waterbury, Connecticut's, largest industries threw its annual field day gambol on June 27 it was an affair of community-wide importance. The event had evolved from a family outing for the employes of the Scovill Manufacturing Company into a force for promoting community-consciousness. Much of this metamorphosis may be credited to the Waterbury *American-Republican*, which supported the industry magnificently by dedicating to Scovill some days before the occasion a whole sixteen-page magazine supplement editorially devoted to the activities of that concern, and jammed full of the advertising of local retailers and manufacturers—a happy and highly profitable scheme any way you look at it.

Another publication that's doing a swell job of promoting the interests of the market it serves is *Manufacturers Record*. The latest edition of the "Blue Book of Southern Progress," just off the press, contains a wealth of information about the material resources and development of the sixteen states from Maryland to Texas. From it we lift such illuminating items as that building construction in the south during the year 1930 increased 18 per cent over the previous peak year of 1927. This makes an especially nice contrast to the record of the country as a whole, which shows a slump of 20 to 30 per cent from 1929's building activities. The enterprise of the building trades, of course, pulled up the contributing iron, steel, cement and lumber industries in this section of the country to new levels of volume. One interesting comment reveals the fact that the south has been expanding its public utility power facilities at almost double the rate of growth in the rest of the country; another that the south leads the country in railroad building. But this is not a document devoted exclusively to the glorification of the south; it is, as a matter of fact, the source book of facts, favorable and unfavorable, about the territory.

Well, the Scripps-Howard people are not letting us down in the matter of the good old *World Almanac*. The *World-Telegram* will continue to publish it and the 1932 edition, under the direction of Robert E. Lyman, its editor under both regimes, will be the biggest book they've ever gotten out.

The 100,000 Group of American Cities is waging a war against buying resistance on all of its ninety-three fronts. Pick up the *Providence Journal*, the *Portland Oregonian* or any of the papers geographically "in between," and you'll see seven-column, full-page length advertisements sponsored by the group, urging upon Mrs. Consumer the wisdom of buying in this market of low commodity prices. The slogan is "The More You Spend Now the More You Save."

Many manufacturers are finding premiums a valuable sales stimulant. Here's a newspaper using a nationally advertised product as a circulation-builder. Send in to the *Chicago Herald and Examiner* two six-months subscriptions, and you'll get your

choice of a Bradley Swim Suit in an early mail.

The manufacturer of style merchandise will do well to keep in mind the retail fashion service of *Harper's Bazaar*. Give them advance releases on new items of interest you're launching, and it's only a feather in their publishing bonnet to be able to tip off their store executive, store personnel, merchandise manager and buyer subscribers to the latest development in style merchandise. They do it through their *Advance Fashion Bulletins*, *Fashion Lessons* and *Fashion Merchandising*, all edited for the trade, and read by live merchandisers avid for variety in their stocks. *Harper's Bazaar* also maintain a staff of stylists who are at the command of manufacturers for consultation in matters of design, color, materials, construction, finish, packaging, etc. If you'll write to *Harper's Bazaar*, 572 Madison Avenue, New York City, they'll send you a booklet describing their fashion service to manufacturers.

The plans afoot for the graphic arts division of "A Century of Progress" (Chicago World's Fair 1933) are elaborate and promise to be really interesting. At this stage of the planning the mechanics of printing and publishing are being given greatest emphasis, but advertising agencies and publishers may contribute and exhibit, depending, it appears, upon the amount of interest they manifest in the project. Publishers interested in the progress of the plans may keep informed by requesting to be put on the mailing list of the Division of Publications, Department of Promotion, A Century of Progress, Chicago.

J. C. Flagg has assumed the duties of general manager of the Seattle *Post-Intelligencer* since the recent retirement of James G. Doyle from that organization.

Did you know that the average lineage gain of the Tower Magazines in the first four months of 1931 was 79.5 per cent? Measure this against the average loss of 22.3 per cent in the thirty-two other leading publications, and see what you have.

New York Sales Managers Elect

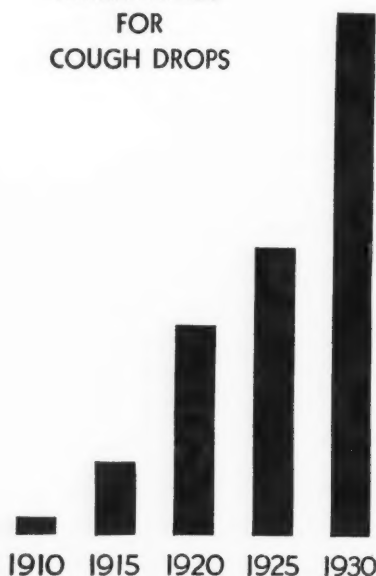
NEW YORK—Oliver F. Benz, director of sales of Du Pont Cellophane Company, was elected president of the Sales Managers' Club here recently, succeeding Bevan A. Lawson, executive sales manager of the Dictaphone Corporation, New York. Edward Krehbiel, vice-president of the Gorham Company, was made vice-president, with George N. Ackerman, director of sales, franchise department, Doughnut Machine Corporation, continuing as treasurer, and Carol Lyttle, uptown New York sales manager of Dictaphone, remaining secretary.

Heinz Expanding in Northwest

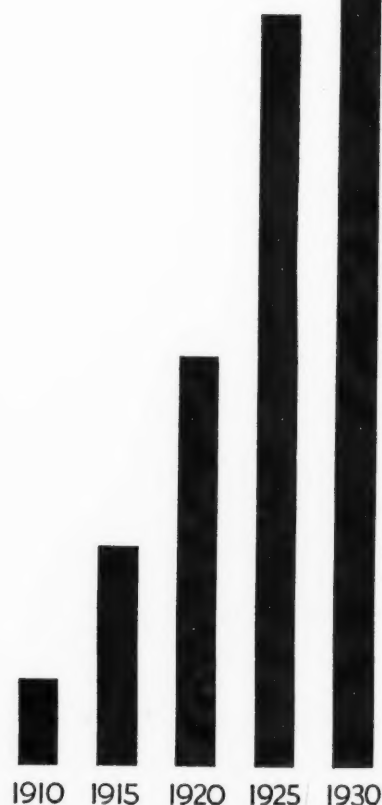
SPOKANE—Expansion of thirteen trade territories grouped at Spokane, advancing the Heinz products from Spokane into eastern Washington, Oregon, Idaho and the entire state of Montana, is being launched by H. J. Heinz Company, Pittsburgh, "57 Varieties," with the taking of larger headquarters here. The distribution staff, Harry O. Kraack, branch manager, said, has been increased 20 per cent.

This chart showing the relation of Luden's cough drop sales to the amount of money invested in advertising explains why the 1931 appropriation is the biggest in the company's history. An article in last week's issue told of this company's policies.

ADVERTISING EXPENDITURES FOR COUGH DROPS



SALES VOLUME FOR COUGH DROPS



"MAKE THEM WANT TO SEE YOUR PRODUCT"



"We want to put across a picture of our product," said the manufacturer. "Can you do that by radio?"

"Well, maybe not literally," said the Westinghouse Radio Stations representative. "But there's a lot of psychology entering into the display of a product, and perhaps it isn't as necessary for you to actually show yours in advertising as you think.

"After all, you'll admit that one genuinely interested prospect is worth a hundred that are indifferent. And there is something about radio that inspires folks with a real desire to actually see the things they hear about over the air—whether it's a performer, a type of entertainment, or a product.

"A lot of people thought the broadcast of sporting events would ruin gate receipts—that everyone would sit at home and hear games over the radio instead of attending. Well, millions of them do—but at the same time the receipts are bigger than ever. People get interested in

things they hear, and the next step is to want to see them.

"That's why they jam the theaters whenever big radio stars make a personal appearance. And that's why a constantly repeated word picture of your product via the broadcast route can inspire a genuine desire to see it. Putting this across to the audience in the rich, responsive and thickly-populated areas served by the Westinghouse Radio Stations should have a very beneficial effect on your sales curve."

. . .

This advertisement is one of a series covering a number of questions commonly brought up in a discussion of broadcast advertising. If you wish further information on any such questions, or advice on the application of broadcast advertising to the specific problems of your product or service, write the nearest commercial office. Westinghouse operates the pioneer broadcasting service of the world, and is equipped to render complete assistance to advertisers, including the origination of merchandising ideas and the securing of suitable program talent.

WESTINGHOUSE • RADIO • STATIONS

WBZ-WBZA

Boston, Mass., Statler Building
Springfield, Mass., Hotel Kimball

KDKA

— COMMERCIAL OFFICES —

Pittsburgh, Pa., Hotel William Penn

KYW-KFKX

New York, N. Y., 50 East 42nd Street
Chicago, Ill., 1012 Wrigley Building

Editorials

THE NEW CONFIDENCE: It is not difficult to understand the seemingly magic effect of President Hoover's war debt holiday proposal in clearing away the mists of gloom. Careful observers had noted evidence that substantial reasons for further deterioration had been eliminated. They had observed a quickening of consumer buying at the new price levels. They had seen a right about face in the armies of business, but little forward movement. The position was right; all that was needed to start the procession in the right direction was a change of thought. . . . That change Mr. Hoover brought about. The whole world had been perplexed by the apparent inability of the leaders to see a way out of the tangle of post war complications. They expressed confidence, but no one told us how to justify it except on general principles. When Mr. Hoover suggested that we begin by giving Germany a breathing spell for recuperation, the fog that had blocked our vision and progress vanished almost in the twinkling of an eye. We found the prospect far less dismal than our imaginings had painted it. The fetters that had bound us proved to be the creation of bad dreams. Our minds, freed of forebodings, began immediately to find reasons for cheerful thoughts. A touch of nature, human nature in international relations, had made the whole world kin.

EARNING ABOUT OUR SALES: For the first time in the history of our country we now have a fairly definite idea of the amount of all our consumer purchases, the number of our retail outlets, the average amount of sales by stores and the distribution of these stores by population. These data are only a foretaste of all the detailed information to be provided by the National Census of Distribution. They are sufficient, however, to whet our appetites for what is coming. . . . The figures, it should be understood, are for conditions prevailing in our top-notch year, 1929. Among other things they set at rest all the guessing that has been indulged in as to the volume of consumer buying. The census puts it at something more than \$53,000,000,000, \$10,000,000,000 above the amount generally accepted and \$7,000,000,000 short of the first outgivings ascribed to census officials. All but \$3,000,000,000 pass through the stores; \$3,000,000,000 is the measure of direct sales. The number of retail stores is 1,549,000, 12.6 per thousand of inhabitants, and the average annual volume is \$32,297. Average per capita purchases are \$407.52, indicating that the average family (three to five persons) spends in the stores from \$1,250 to \$2,000 a year. But averages are deceptive. Per capita purchases, for example, range among

the states from \$172 to \$575, while the average number of stores per thousand inhabitants varies all the way from 8.1 to more than 15, and average sales per store from \$19,827 to \$39,715. When it comes to locating buying power we find ourselves confronted by total sales in one state of \$50,000,000 and \$7,250,000,000 in another. . . . A few conclusions are obvious. The first and most important is that the capacity of the country to absorb goods has been very much underestimated (even allowing for price differences), and, second, that a large percentage of our retail stores are conducted on a volume of business so small as to make their outlook dubious, to say the least. It would seem also, now we know that we spend \$50,000,000,000 a year in our stores, that our national income, hitherto reckoned at close to \$90,000,000,000, must be more than the economists have told us it was.

FUTILE REPORT: It is significant, to say the least, that a majority of the manufacturers questioned by the Federal Trade Commission expressed no preference for resale price maintenance legislation. Two years ago most of the manufacturers asked for an opinion were in favor of such a law. Why the change, which has occurred while the Capper-Kelly bill was under discussion that culminated in passage of the bill in the House of Representatives? The commission tells Congress, after prolonged investigation, that a practicable remedy for cutting trade-marked goods prices would be hard to find. Presumably the bill now before Congress has been weighed and found wanting. And this seems to be the main reason for the commission's conclusion that no legislation is called for at present. . . . The body of the report supports that view. For while it appears that many manufacturers would like to see their nationally advertised brands sold to consumers at one price, comparatively few of them go so far now as to advocate public authority to give effect to this desire. The trouble with the Capper-Kelly bill is that it does little more than permit resale price contracts under which suits for damages can be prosecuted in case of breach, a poor substitute for the existing right to select customers whose way of doing business conforms to reasonable trade practices. Yet to attempt to go farther would bring into the situation a mass of complications, to some of which the commission adverts. . . . In this quagmire the commission seems to have found itself embedded, and, seeing no way out, decided to inform Congress that no way out exists. Small wonder that Commissioner Humphrey felt moved to say that he doubted the advisability of voluntarily sending a report of this character to Congress.

Gossip

... SIDNEY J. HAMILTON, identified with outdoor advertising for twenty years, the last six as vice-president of General Outdoor Advertising Company, has joined Lennen & Mitchell, Inc., New York, as vice-president in charge of outdoor advertising. Mr. Hamilton was one of the organizers of the Poster Advertising Company, which later merged with General Outdoor.

... DAVID L. BROWN, formerly an account executive with the New York office of Lord & Thomas and Logan, and previously for more than twelve years with the Goodyear Tire & Rubber Company in various advertising and sales capacities, and WADE WERDEN, for the last two years director of production for Fuller & Smith & Ross, Cleveland agency, and previously with the Chicago offices of the J. Walter Thompson Company, and Batten, Barton, Durstine & Osborn, are now account executive and copy chief, respectively, with the Geyer Company, Dayton.

... F. F. MCKINNEY, at one time engaged in advertising work with the Cadillac Motor Company and Ford Motor Company, has become a member of Brooke, Smith & French, Inc., agency, taking over creative and contact work on several accounts.

... Morgan-Todd Company, Mansfield, Ohio, agency, has liquidated by agreement of all stockholders, and the corporation is being dissolved. COLEMAN TODD, formerly secretary-treasurer and art director of the Morgan-Todd Company, has retained most of the former personnel, with LOUIS E. WADE, who had been with the Bond Engraving Company of Fort Wayne, as creative man and director of sales. ALFRED S. CONYERS, artist and visualizer, with the Morgan Lithograph Company, has also joined the new organization, known as Coleman Todd, Art and Advertising Counsel.

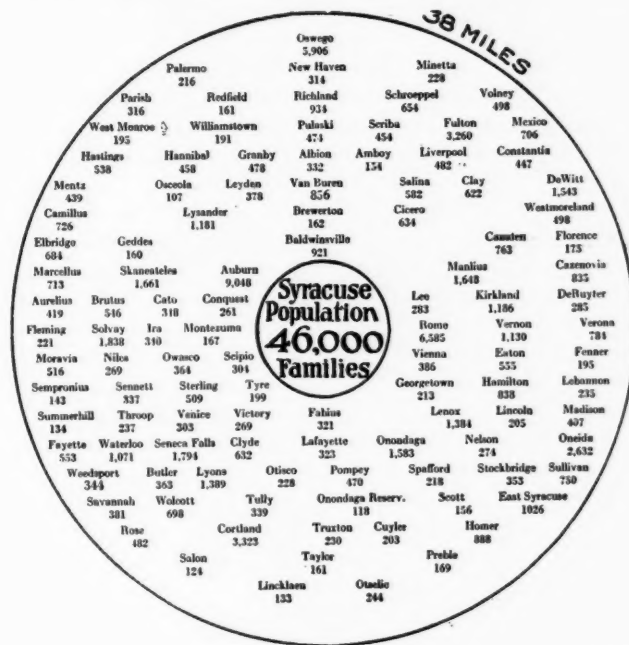
... Reimers & Whitehill, Inc., New York agency, has moved its offices to 295 Madison Avenue.

... GEORGE F. BARTHE, for the last four years president of G. F. Barthe & Company, Inc., Syracuse agency, has been elected a vice-president and manager of the new Syracuse office of O. S. Tyson & Company, New York agency, specializing in industrial and class advertising.

... BENNETT MOODIE, formerly of Los Angeles, is now junior account executive with the Seattle office of McCann-Erickson, Inc.

... Donnell, Wright & Simon, advertising agency devoted to radio campaigns, has opened offices in the Hearst Building, San Francisco, with DARRELL DONNELL, formerly assistant manager of B. F. Schlesinger & Sons, Oakland department store; FRANK WRIGHT, of Station KTAB of Oakland; and ARTHUR SIMON, of Goldman-Jacobs Company, San Francisco investment house.

You might just as well sell ALL this compact Syracuse market!



Government in Business

BY JAMES TRUE

Director, Washington Bureau

WASHINGTON, D. C., July 1—Government and other observers are slightly more optimistic regarding business conditions. The general opinion is that by fall, after gradual improvement, practically all industries will show an appreciable improvement. To a surprising extent, individual manufacturing companies which have adhered to equitable selling policies have maintained both volume and profits, indicating that the revival of general business will emphasize the importance of the retail distributor.

Interest is keen as to the next announcement by the administration for the improvement of economic conditions. There seems to be nothing in the rumor that a moratorium will be suggested to relieve the farmer of the pressure of government loans and to assist cooperative associations. It is more nearly possible that the next announcement will deal with the problem of conserving and regulating basic raw materials, such as oil and minerals, or with the practicability of allowing agreements to prevent the selling of manufactured products below cost.

Dangers of Expedients and trick selling methods are being discussed by officials, and one expressed the conviction that the business world should be warned against false reports and merchandising methods that promise exceptional returns. He suggested that "Get the facts before you act" should be the business slogan for the country, and mentioned that the Bureau of Foreign and Domestic Commerce is able to furnish all facts with which to test or on which to base every sound selling plan.

Program of Operations for the coming year, recently announced by the U. S. Chamber of Commerce, offers nothing of an unusual nature for the immediate stimulation of business. Hope has been widely expressed that the chamber's committees would evolve a plan that would have an immediate effect, either in hastening business revival or in creating confidence; but the program is a conventional, sound outline of effort evidently designed for a steady pull.

Warnings on Misbranded Beverages are being broadcast and published by the Department of Agriculture to the public. Recently the administration seized more than 2,000 cases of grapefruit juice which had been either adulterated with undeclared sugar or misbranded as to quantity of contents. The department contends that buyers who want pure fruit juices should not be obliged to pay for those which have been sweetened or watered.

American Lumber Interests are bringing the greatest possible pressure to bear to prevent the importation of Soviet lumber. The National Lumber Manufacturers' Association has cited the Canadian ban against Soviet products and the embargo placed, in retaliation, by the Soviet government on all Canadian products. "The principle involved," the association states, "was considered far too vital to be considered in the same breath with mere

loss of dollars in exports. The protection of free Canadian labor was immeasurably more important than the entry of Canadian products to the Soviet markets. It is our deliberate opinion that the protection of free American labor from the competition with labor as it exists under the rule of Russian communism will and should be far more a matter of principle than a consideration of dollars."

The Merchandising Capacity of Drug Stores is being studied for the first time by the Department of Commerce in Saint Louis. This phase of the survey is expected to throw a great deal of light on general retailing methods. It is not concerned with existing data, but is really a scientific exploration and a creative effort that is intended to establish the factors of sound retailing. The work is carried on by studying every person who enters the territory of the store and recording his or her activities. The data will include figures on those who pass the store, those who look at windows, and all details of purchases made by customers, with the influences of weather and other conditions.

The Fallacy of Selling Below Cost to procure a profitable large volume is proved by high cost of buying orders as shown by several recent investigations. In one case a manufacturer was buying new territory with a price appeal, and was amazed when the analysis showed that for every \$100 of gross profit he was paying \$125. In another case, a wholesaler was attempting to increase his volume through a delivery service, and out of 125 delivery loads it was shown that but three were profitable.

Change of Viewpoint on the part of manufacturers from volume to profits is the motive of much of the government's work in domestic distribution. It is contended by several officials that this change in viewpoint, with the realization that a cut in price is inevitably a cut in profits, would accomplish a great deal toward more economical distribution.

Retail Store Clinics for manufacturers of lines of products may take the place of many specialty salesmen. The plan is to select one store in a community and by scientific methods build up the business of the store on the line of the manufacturer. Then cooperating wholesalers are furnished, not only with the figures of volume and profit for the clinic store, but also with full details as to how the results were attained. When the work is done properly, it is said that the cost of independent distribution is greatly reduced because of the natural desire of retailers to emulate the success of the clinic stores.

The Oyster Campaign recently launched by the Bureau of Fisheries to dispel the general fallacy that oysters are not good during months without "R" in their spelling is said to be having excellent effect. The campaign may serve to suggest to other industries that are harmed by general fallacies ways in which the government may aid them by correcting false impressions and beliefs.

Account Changes

MONTGOMERY WARD & COMPANY, Chicago, national radio broadcasting campaign to Erwin, Wasey & Company, Chicago.

A. E. NETTLETON COMPANY, Syracuse, New York, men's shoes, to Barlow, Feeley & Richmond, Inc., there.

AMERICAN BRAKE MATERIALS CORPORATION, Detroit (subsidiary of American Brake Shoe & Foundry Company of New York), American Brakeblok, a new type brake lining for automotive and industrial uses, to Sidener, Van Riper & Keeling, Inc., Indianapolis.

B. S. PEARSALL BUTTER COMPANY, Elgin, Illinois, Elgin Mayonnaise, Thousand Island Dressing and Relish Spread, as well as Hillside Creamery Butter, Elgin Nut Margarine and Algood Oleomargarine, to Aubrey & Moore, Inc., Chicago.

HYDRAULIC PRESS MANUFACTURING COMPANY, Mount Gilead, Ohio, H-P-M Hydraulic presses, to the Jay H. Maish Company, Marion, Ohio.

F. E. BERRY, JR., & COMPANY, INC., Boston, acoustical engineers and manufacturer of Quietair window muffler, to the Porter Corporation there. Class and business media.

ZENITH MANUFACTURING CORPORATION, Milwaukee, automobile accessories, to Klau-Van Pietersom-Dunlap Associates, Inc., three. Trade media and direct mail.

PILOT RADIO AND TUBE CORPORATION, Lawrence, Massachusetts, to Hanff-Metzger, Inc., New York.

CHARLES F. MATTLAGE & SONS, INC., New York, packer of Honey Moon Brand Orange Juice and You-All Brand French Salad Dressing, to Redfield-Coupe, Inc., there.

Four A's Publish Report on Magazine Overlapping

NEW YORK—A 270-page study, "Magazine Circulations—Analysis of Overlapping," has just been published by the American Association of Advertising Agencies. Sixty magazines are included in the study with the amount and percentages of overlapping given for fifty-eight publications, each in combination with each of the others, and for two publications in combination with a portion of the fifty-eight, making a total of 1,684 pairs of magazines.

A previous report on overlapping circulations on general magazines was published by the association in 1927. This study contains figures on 159 pairs of magazines, treating only the more important combinations.

CONCENTRATION

IT was the common thing for the itinerant peddler to get his market information from the Sheriff who knew everyone and their financial status. The merchant with his pack-burro store even back in 1860 wasted no effort. He knew the value of concentrating on able-to-buy prospects.

Today, those selling the Cincinnati market profitably concentrate their selling efforts on able-to-buy consumers through the use of The Times-Star. They know Times-Star readers are all responsive, responsible and able buyers. They know that The Times-Star completely sells the true Cincinnati market at *one* low advertising cost.

THE CINCINNATI TIMES-STAR

HULBERT TAFT

President and Editor-in-Chief

Eastern Representative
MARTIN L. MARSH
60 East 42nd Street
New York



Western Representative
KELLOGG M. PATTERSON
333 N. Michigan Avenue
Chicago

Member of A. B. C.—100,000 Group—Media Records

We Acknowledge With Thanks

SALES MANAGEMENT went direct to a large group of business leaders in many fields to learn what these men considered—in view of present business conditions—to be the most important problems and policies for editorial discussion during 1931.

The current editorial program of this magazine is based on the expressed judgment of such men as:

P. P. Huffard, President, National Carbon Co.

James Albert Wales, President, Wales Advertising Agency

H. W. Hoover, President, Hoover Co.

Robert W. Powers, President, John O. Powers Co.

Franklin P. Shumway, President, Franklin P. Shumway Co.

Among the Electrical Products Companies

that have already ordered copies of "Price Control in the Public Interest," a new report written by Nelson B. Gaskill, former chairman of the Federal Trade Commission, and published by the Washington Bureau of Sales Management, are:

Westinghouse Electric Supply Co.

Electric Storage Battery Co.

General Electric Company

Splitdorf Electrical Co.

Cleveland Switchboard Company

Westinghouse Lamp Co.

Square D. Company

The report is \$5 a copy. Orders may be addressed to—

**Washington Bureau
Sales Management**

**950 National Press Building
Washington, D. C.**

Tip-Top Salesmen I Have Met

(Continued from page 20)

fed up on instalment payments," he began, "but we have a very attractive proposition just at this time of year." It was not so long before Christmas. "We can take your order now, deliver just before Christmas, and put in the front of the first volume this color plate with an inscription, written by you, printed on it stating that the set was presented by you to your children at Christmas. You can put each of their names in. And all you have to pay now is \$3.00 and the second payment won't be due until February."

In trying, in his own bungling way, to overcome what he thought was the main resistance to the sale, he had hit me in quite another spot. "I've got to buy some books for Christmas," I thought. "Why not order these and have it over with?" If he had simply followed that speech by presenting the order blank, I would have signed up without a word. As it was, I asked him to leave his address in case I wanted to get in touch with him. Now, I wonder why that didn't mean anything to him. Why should I want his address unless he had aroused some degree of desire in me? Why should he not have turned to me and said: "Why do you want my address? If you will analyze it, it is because you really want this for your children, have subconsciously decided that you are going to get it, and you are afraid you won't be able to find me. That being so, let's save your time and mine by arranging it now." I would have agreed and gone right to work on that inscription.

Only Reason for Color-plate

And incidentally, there is only one reason for that color-plate on which the purchaser may have an inscription printed. It helps to sell. Hence, unless the salesman uses it for that purpose, it becomes just a needless expense. And it has a strong pull, too. I bought a set of seven volumes on the World War, which I had no desire to own, for no reason other than to encourage a friend of mine who had hit a bit of hard luck and was trying to sell them. I would much rather, if the truth were told, have given him the \$84 that they cost. But I got my money's worth many times over through my oldest son bringing out the first volume periodically, and proudly showing my friends and his the printed statement that they were presented to him by his dad "that he might have at hand an authoritative

source of information on the world important happenings of his infancy and early childhood." Laugh that off, if you will, but many satisfactions in life are purely psychological.

In a dim way, this encyclopedia man seems to have realized that there was still a chance to sell me. About ten days before Christmas his name came into me. He had not stated his business and, peculiarly enough, if I had not remembered his connection, he would not have seen me. I was in the throes of preparation for a convention of over 150 salesmen from all over the country which was to convene immediately after Christmas and I was denying myself to all but people it was absolutely essential to see. When I saw the name, I thought: "That's the encyclopedia man. I'm not going to have time to select books for the children. I'll give him an order for that set."

Doubting His Formula

Now, I'll admit he used the very formula I had always given my own salesmen on a call back. The incident has often caused me to wonder about it since. That is, not to let the prospect give you his decision immediately, but by a rapid and interesting re-cavass, to refresh his memory on the high spots and interesting things about the proposition. The theory is that a cold question, "What decision have you reached?", will almost invariably bring an unfavorable reply, whereas a little warming up will remind the prospect anew of features which interested him at the previous interview. The only conclusion I have been able to reach is that, generally speaking, this is probably the more effective procedure; and that no set formula works best in every individual case.

He started off full tilt and before I knew it was back on his birds and dogs! Something he said or something he showed me made me conclude that his stuff wasn't so good after all. In about half an hour he left. Immediately, my secretary, who had been in and out of my office during the interview, pounced upon me. She was a type who sternly made me do my duty on my wedding anniversary, saw that I kept an umbrella in the office and made me put on my rubbers in wet weather. If she had been around when that boy's name came in, she would have learned his business and I would never have heard of his call. "Whatever made you let

that man take your time?" she scolded.

"I didn't intend to let him take my time," I apologized. "I intended to give him an order and put him out in two minutes."

"But you didn't give him an order," she objected.

"No," I replied sadly, "he talked me out of it some way."

There is a funny sequel to that story. He eventually got the order. In the middle of the following year, he called on me again. I told him very quickly that I was not the least bit interested then, but that if he would get in touch with me any time before Christmas, I would buy. Just see how that Christmas idea stuck. Can there be any doubt that he had me sold the first time he talked to me?

Got Order on a Fluke

Any specialty salesman will tell you how little reliance can ordinarily be placed on a promise such as I gave him. Almost invariably, something will have come up to change the prospect's mind and he will feel free, of course, to reverse his decision. I mentioned that fact to this man, but assured him, that in my case, the order was just as good as in the bag. He did not even have to call. He could merely send me an order form with the assurance that it would go back to him by return mail with a check. This delayed order really ran true to form. The same secretary, of whom I just spoke, left me to manage a crew of women selling still another children's encyclopedia. Naturally, I had to buy that. And, not having the heart to go back on my word so definitely given, I had to buy the birds and dogs too.

Well, you may say, what's the difference? He got the order didn't he? Yes, but after all, on something of a fluke and with an enormous unnecessary expenditure of time. And this statement should really be set in large caps. Only 15 per cent of a specialty salesman's business will ordinarily be accounted for by calls after the third. And from 50 to 75 per cent should be secured on first interview. There are exceptions, of course.

He was a plugger, though, I'll say that for him. And that is the only quality he had that could have kept him going for that length of time. Possibly this is an indication that a man doesn't have to be a salesman to sell if he is willing to pay the price in hard, slugging work. And there is a lot to that theory, too.

Did I say a lot? I mean everything. Consistent work is the basis of all selling success, just as the use of time

is the essence of all achievement. One of the most able sales managers in the country, today the president of a large office appliance company, said to me recently: "I am not nearly so interested in the efficiency with which our message is delivered—though that is important, too—as I am in the number of times it is delivered." Brilliant selling ability, a high percentage of closes to interviews, with consistent work as a basis, will carry a man on to fortune. Without that as a basis, it will mean little or nothing. I have seen men who could turn from 50 to 75 per cent of their prospects into sales use their God-given ability merely to make a bare living while loafing. I have seen other men working right beside them in the same organization who couldn't sell better than one in five leading the selling force. The shame of many brilliant salesmen is that they work for "salt pork and sundown."

The habit of consistent work is just another of those qualities which the salesman knows full well he ought to strive to possess and oftentimes lacks the courage to drive himself into.

And so I return to my original text: Salesmen fail, not because they do not know what to do; but because, knowing full well what they ought to do, they lack the courage to do it.

(If there is sufficient demand from subscribers SALES MANAGEMENT will publish Mr. Comyns' series in booklet form suitable for distribution among salesmen. If you would like to have a quantity, provided the cost were nominal, please write to the Managing Editor, SALES MANAGEMENT, 420 Lexington Avenue, New York.)

Survey of Surveys

(Continued from page 2)

such as population, manufacturing output, bank deposits, automobiles, telephones and the like. The data for the revision are being gathered as rapidly as they become available, and the supplement itself under the title "General Consumer Market Statistics" is expected to appear later in the year.

Since the reorganization of the domestic commerce work of the department increasing effort is being made to promote the application of research results in order that their full value to business may be obtained. In addition to the publication of reports, a business research section and a trade association section are maintained, whose functions are to provide individuals and business groups with data applicable to their special problems drawn from the results of both governmental and private research. This service is provided without charge upon request to the marketing service division in Washington.

As an aid in this cooperative application work the marketing service division has recently issued a new edition of its publication, "Market Research Agencies," which is a directory of all forms of business research publications, completed or now being carried on in the country.

1-3 of One Per Cent Does 25 Per Cent!

One single concern — the Einson-Freeman Co., Inc.—out of the 309 lithographic establishments in the United States listed by the last census—

Or about 1/3 of one per cent — was responsible for 24 out of 97—

Or 25 PER CENT of all the Window Displays that achieved a dominant rating in the tabulations of May Window Displays in Forty-four Cities, which appeared on page 526 of SALES MANAGEMENT for June 27.

These 24 displays had dominance in 274 city-showings out of a grand total of 867.

There IS a reason.

An Einson-Freeman representative will be pleased to discuss it, and your window and store advertising problems, if you write, or call them at Starr & Borden Avenues, Long Island City.

PUTS PUNCH IN YOUR SALES PROMOTION

In their most successful campaigns, leading national advertisers are including imprinted toy balloons—PLUS a "Perfect" sales promotion plan. More than ten years experience proves that it pays.

"Perfect" service includes complete execution of a plan built to fit your particular sales program. If your product is retailed through dealers, we can help your dealers boost sales.

Write for the facts. They're interesting.

THE PERFECT RUBBER CO.

Mansfield, Ohio

Est. 1919



These most valuable booklets of the week will be sent free to executive readers who make a separate request for each one on their business letterheads. Booklets will be mailed by the companies which publish them.

Address SALES MANAGEMENT, Inc., Reader's Service Bureau, 420 Lexington Avenue, New York.

Markets and Media

"Druggists Tell Us." A study by the merchandising division of NBC. "Some of the most beautiful merchandising plans have come to grief because they haven't caught the dealer's point of view." By way of helping its advertising broadcasters to find the best way to win the cooperation of their dealers through the merchandising of radio programs, the National Broadcasting Company made a survey of 500 drugstore owners, to determine the type of point-of-sale tie-up with radio advertising they prefer. The findings on the score of window and counter display preferences are interesting, but the feature of the survey we think our manufacturer subscribers will find most illuminating is the excerpts taken from dealers' letters in which they air their constructive views as well as grievances on the whole subject of dealer cooperation.

1204 Tested Key Markets. Analysis of Tower Magazine's circulation by cities, counties and geographic divisions. Manufacturers interested in concentrating their advertising and merchandising efforts in the trading centers which yield 75 per cent of the United States' retail business will find in this booklet a helpful list of these markets.

Now Let's Talk about Cleveland. Emerson B. Knight did this survey of Cleveland to determine its potentials for the manufacturer, as measured by buying capacity, buying habits, family demands, store preferences, living standards and reading habits. After ascertaining these facts, you are told how to reach the various family groups according to purchasing power, districts and age groups, how many you can reach and how effectively. Coverage and costs of each of the Cleveland newspapers are given. Survey sponsored by the News.

Standard Market Data Issued for Portland, Oregon, by the Journal. Retail and wholesale trading area maps are shown and population, standards of living, industries, wholesale and retail trade outlets, transportation and public utilities discussed.

Dealer Relations

Making the Dealer an Adviser. A report by the Policyholders Service Bureau of the Metropolitan Life Insurance Company in which are given the experiences with dealer relations advisory councils of such firms as Knox in the hat industry, George E. Keith Company in the shoe industry, Devoe & Reynolds Company in the paint industry, Armstrong Cork Company in the floor-covering industry, L. C. Smith & Corona in the business equipment industry, etc.

Cooperative Promotion Increases Cotton Goods Sales 14 Per Cent

NEW YORK—A 14 per cent increase in sales for the first five months of 1931 on cotton goods receiving the benefits of cooperative advertising efforts, in contrast to a 13 per cent loss in sales for the same period last year on cotton goods not supported by cooperative merchandising, proves the need and the value of consistent merchandising action by the cotton industry, according to a statement issued this week by George A. Sloan, president of the Cotton Textile Institute, here.

Fine cotton goods and print cloth, yarn fabrics principally used for wearing apparel, in addition to having 14 per cent greater sales for the first five months of 1931 than for the same period in 1930, had only 7 per cent less sales than during the five months of peak activity in 1929. This record, Mr. Sloan stated, can be attributed to "the consistent approach to the consuming public during the last three years through style advertising financed by a special fund contributed by this branch of the industry, the great improvements in styling and designing which have kept pace with the promotional efforts and the growing fashion importance of cottons which this pro-

motion developed and is helping to maintain."

Since February, 1929, a fund of \$300,000 has been made available by the industry to the Cotton Textile Institute for its style promotion work.

Other potential markets for cotton goods, which Mr. Sloan believes can be conquered with the proper advertising and sales promotion efforts, are: cotton draperies and curtains in homes and office buildings; awnings as standard specifications instead of luxuries; cotton wall coverings; cotton towels for public schools, office buildings and other institutions; cotton upholstery material for furniture and automobiles; cotton work clothing and cotton uniforms for laborers and craftsmen; cotton packaging in harmony with the trend toward packaging foodstuffs in small retail sales units.

Goulds Pumps Appoints

SENECA FALLS, N. Y.—H. W. Foulds, general sales manager of Goulds Pumps, Inc., here, announced last week the appointment of Henry L. Boyer as manager of farm-suburban sales; Henry F. Miller, of industrial sales; W. G. Allen, engineering sales; J. B. Anderson, in charge of "department of inquiry and estimate," and G. W. Cramer, advertising manager.

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display
Cash Basis Only. Remittance Must Accompany Order

POSITIONS WANTED

MANUFACTURERS OF PREMIUM GOODS or advertising specialists, or printers, lithographers or publishers may be interested in a young man who has demonstrated his ability to sell, by letter, to sales and advertising executives. For the past two years he has served effectively on the circulation promotion staff of SALES MANAGEMENT. He is 33 years old and a Protestant. Salary need not be considered until he has proved that his methods are effective and profitable. Box 307, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

SALES EXECUTIVE DESIRES CONNECTION with larger firm, or opportunity to put over new product. Experienced in organizing and marketing new products. Years of handling men, contact with jobber and dealer problems, and a working knowledge of the advertising department. Capable of forming new department, reorganizing, or running your present one on a profit-paying basis. Now employed by large, nationally known manufacturer, selling to industrial, consumer, and institutional market. Will consider assistant's position if firm is large enough. Address Box 306, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

SALES PROMOTION

\$50 to \$50,000 DAILY SALES SECURED FROM our clients. This distributor took on a new specialty, retailing at \$60. His first purchase \$12. We submitted a sales program capable of national expansion. Within four years his sales were nationwide, running to \$100,000 monthly. 35 years salesmanship-in-print experience back of our campaigns. Submit sales problems for free diagnosis. 10 years Sales Promotion Manager, Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.

IF YOU ARE OPEN TO OVERTURES FOR new connection and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service of recognized standing and reputation through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements, your identity covered and present position protected. Established twenty-one years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

"GIBBONS knows CANADA"